

# PERFORMANCE MANAGEMENT PORTFOLIO DECISION SCHEDULE



**Monday 18<sup>th</sup> September 2006**

**at 9.00 a.m.**

**in Committee Room "B"**

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

**1. KEY DECISIONS**  
None

**2. OTHER ITEMS REQUIRING DECISION**

- 2.1 Auto Cad Plan Drawing Synchronisation Procurement – *Head of Procurement and Property Services*
- 2.2 Energy Efficiency Accreditation Scheme and Awareness Raising Campaign – *Head of Procurement and Property Services*
- 2.3 Language Translation and Interpretation Services – *Chief Personnel Services Officer*
- 2.4 Local Government Pension Scheme Update – *Chief Personnel Services Officer*
- 2.5 Draft People Strategy – *Chief Personnel Services Officer*
- 2.6 Remit of Local Joint Consultative Committee - *Chief Personnel Services Officer*

**3. ITEMS FOR INFORMATION / DISCUSSION**  
None

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

18<sup>th</sup> September 2006



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

**Subject:** AUTO CAD PLAN DRAWING  
SYNCHRONISATION PROCUREMENT

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### **SUMMARY**

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

To consider procurement of Measured Surveys and Drawing requirements for Children's Services Properties.

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

Outlines current and potential schemes together with recommendations.

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

Responsibility as Procurement Champion and asset management.

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

Non Key

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

Portfolio Holder only

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

That approval is given to the procurement of Cad capture to complete the programme of work to the agreement of Children's Service.

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

**Subject:** AUTO CAD PLAN DRAWING  
SYNCHRONISATION PROCUREMENT

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**1. PURPOSE OF REPORT**

- 1.1 To consider procurement of Measured Surveys and Drawing requirements for Children's Services Properties.

**2. BACKGROUND**

- 2.1 Over the past three years tenders have been received on behalf of Children's Service to complete measured surveys of all school. These have been completed by three separate surveying consultants, and tenders accepted for the lowest tender under best value.
- 2.2 Unfortunately there is no capacity within the department to complete this work internally.
- 2.3 New technology has been developed to allow electronic auto cad plans to be synchronised to the council's electronic asset management database. This would allow electronic updates to plans, and simultaneously with the database with this electronic synchronisation.
- 2.4 A demonstration has been given by Cad Capture one of the previous successful contractors that has developed the drawing enhancement, and is the preferred contractor of Children's Service. Cad Capture has the capacity to create the modifications to existing plans with attributes, and smart zoning allowing the synchronisation to be completed.

**3. CONSIDERATIONS**

- 3.1 A pilot scheme has been completed by Cad Capture and this has involved a walkthrough surveys and verification. The pilot school completed was Dyke House school. The cost of this work was £3K. A full quotation of service has been provided, and demonstrates value for money.
- 3.2 The final plans need to be consistent, and completed to the same standard. There is the intention of completing the remaining five secondary schools the cost will be in the region of £16K. Further work

is also envisaged on primary, and special schools, all of the work be completed as per the previous written quotation provided.

- 3.3 Normally three written quotations are required to show value for money but in recognition of the previous prices it is suggested that an agreement be entered into with Cad Capture for the remaining schools.
- 3.4 In order to prepare for the Building Schools for the Future and Primary Capital Programme accurate information is required by Children's Services. This can only be achieved by using electronic synchronisation.
- 3.5 It has been advised that strategic decisions are being made on schools based on the council's information, and the accuracy of the plans. The above work is essential for this decision process to be made.

#### **4. RECOMMENDATIONS**

- 4.1 That approval is given to the procurement of Cad capture to complete the programme of work to the agreement of Children's Service.

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

18<sup>th</sup> September 2006



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

**Subject:** ENERGY EFFICIENCY ACCREDITATION  
SCHEME AND AWARENESS RAISING  
CAMPAIGN

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### **SUMMARY**

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

To advise on the successful outcome of the application made to the National Energy Foundation for accreditation under the Energy Efficiency Accreditation Scheme and the development of an energy efficiency and good housekeeping campaign.

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

The Report informs of the outcome of the application for accreditation, notes a number of further actions recommended for detailed consideration and looks at the development of an energy efficiency and good housekeeping campaign.

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

The Energy Efficiency Accreditation Award is the national benchmark standard in energy efficiency and demonstrates good asset management and the effective and sustainable use of resources and Portfolio Holder endorsed the application for accreditation at the meeting held on 9 January 2006.

At the meeting held on 26 June 2006 the Portfolio Holder requested that a campaign be undertaken to promote energy efficiency and good housekeeping.

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

Non Key

## **5.0 DECISION MAKING ROUTE**

Portfolio Holder only

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

- 1) That the successful outcome of the Accreditation application and the further actions recommended for detailed consideration be noted with the Portfolio Holder's comments welcomed.
- 2) The Portfolio Holder advises upon the level and manner of the involvement he wishes to have in the energy efficiency and good housekeeping campaign

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

**Subject:** ENERGY EFFICIENCY ACCREDITATION  
SCHEME AND AWARENESS RAISING  
CAMPAIGN

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## **1. PURPOSE OF REPORT**

- 1.1 To advise on the successful outcome of the application made to the National Energy Foundation for accreditation under the Energy Efficiency Accreditation Scheme and the development of an awareness raising campaign.

## **2. BACKGROUND**

- 2.1 Details of the Application being made for accreditation of the Borough Council under the Energy Efficiency Scheme which is managed by the National Energy Foundation on behalf of the Carbon Trust were given in my Report to your meeting of the 9 January 2006.

## **3. ACCREDITATION**

- 3.1 On the 31 August 2006 notification was received from the Carbon Trust that the Council's application for accreditation had been successful. The Energy Efficiency Accreditation Scheme is recognised as the national benchmark standard in energy efficiency. It recognises the high standards of achievement in the management and use of energy.
- 3.2 Arrangements are to be made for the presentation of the certificate of accreditation.
- 3.3 The Council now joins over two hundred other leading organisations in business, industry and the public sector have gained accreditation. They have done so by demonstrating:
- Management commitment to energy efficiency.
  - Investment, both actual and planned, in energy efficiency measures.
  - A record of progressive improvement in energy efficiency.
- 3.4 Accreditation did not require the Borough Council to be reaching 'state of the art' standards. It required proper attention to the management of energy, evidence of progressive improvement in standards and a commitment to make further progress.

#### **4. MANAGEMENT SUMMARY OF ASSESSOR'S REPORT**

- 4.1 The assessment found that there has been a consistent reduction in energy consumption owing to investment in heating systems, controls and energy awareness though monitoring/reporting
- 4.2 A number of future actions were noted and recommended for detailed consideration. The key areas are as follows: -
- Completion and ratification of sustainable energy strategy
  - Development of long term investment plan
  - Development of site specific targets and providing local analysis tools
  - More detailed analysis of energy trends, normalisation and benchmarks
  - Review options for automatic metering and recording
  - More action in the areas of training/awareness
  - A formal annual review of the energy management programme should be considered and used to develop priorities for the medium term
- 4.3 The report goes into detail in each of these key areas and gives recommendations which officers need to take into consideration and report back upon the implications to the Portfolio Holder as necessary.

#### **5. PUBLICISING THE AWARD**

- 5.1 Most of those who gain accreditation like to publicise the fact. This can be done in a number of ways:
- Displaying the certificate in a public area such as reception
  - Using the logo on corporate notepaper/business cards
  - Feature articles in house magazines and trade journals
  - Mention in corporate environmental reports
  - Flying the 'double e' logo flag.



## **6. ENERGY EFFICIENCY AND GOOD HOUSEKEEPING**

- 6.1 The Portfolio Holder has recognised the importance of the promotion of energy efficiency and good housekeeping across the Authority and requested that a campaign be undertaken prior to April 2007.
- 6.2 Officers within Neighbourhood Services Department and Sustainable Development Groups are preparing the approach to the campaign.
- 6.3 The Portfolio Holder is invited to express the level and manner of the involvement he wishes to have in the campaign.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The award is valid for three years, after which re-accreditation is required to show that standards have been maintained. The cost of the process is £1500 will be funded from within existing budgets in Neighbourhood Services.
- 7.2 The costs of the energy efficiency and good housekeeping awareness raising campaign will be calculated when the content has been determined but at this stage anticipated to be met from existing budgets.

## **8. RECOMMENDATIONS**

- 8.1 That the successful outcome of the Accreditation application and the further actions recommended for detailed consideration be noted with the Portfolio Holder's comments welcomed.
- 8.2 The Portfolio Holder advises upon the level and manner of the involvement he wishes to have in the energy efficiency and good housekeeping campaign

**PERFORMANCE MANAGEMENT PORTFOLIO**  
**Report to Portfolio Holder**

**18<sup>th</sup> September 2006**



**Report of:** Chief Personnel Services Officer

**Subject:** LANGUAGE TRANSLATION AND  
INTERPRETATION SERVICES

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**SUMMARY**

**1. PURPOSE OF REPORT**

To update the portfolio holder on the Council's strategy in providing translation and interpretation services to our service users and to receive endorsement of actions proposed to implement this.

**2. SUMMARY OF CONTENTS**

The report provides details of the background information on Language translation and Interpretation services, the legal position, the Council's commitment and arrangements so far, future options/recommendations for consideration and the financial implications.

**3. RELEVANCE TO PORTFOLIO MEMBER**

Corporate issues.

**4. TYPE OF DECISION**

Non-key decision.

**5. DECISION MAKING ROUTE**

Portfolio Holder only.

**6. DECISION(S) REQUIRED**

Note the report and endorse the actions planned.

**Report of:** Chief Personnel Services Officer

**Subject:** Language Translation and Interpretation services

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## **1. PURPOSE OF REPORT**

- 1.1 To update the portfolio holder on the Council's strategy in providing translation and interpretation services to our service users and to receive endorsement of actions proposed to implement this.

## **2. BACKGROUND**

- 2.1 There are many reasons why all members of the community may not be able to access information or services without assistance including

- Physical dexterity problems such as MS, Parkinson's, arthritis, paralysis
- Vision impairment or blindness
- Learning disabilities
- Brain injury or cognitive impairment
- Where English is a second language
- Deafness or hard of hearing.
- Literacy difficulties
- Dyslexia

- 2.2 Hartlepool is an increasingly diverse community with 26 languages being spoken by Hartlepool residents as their first language, although the numbers of people speaking each language is relatively small. People from black and minority ethnic backgrounds account for approximately 1.6% of the whole population (Census 2000) although this does not include people such as Eastern Europeans who are now settling within Hartlepool. The small numbers, combined with an increasing number of languages being spoken, increases the accessibility difficulties being faced. Feedback from the bi-monthly 'Talking with Communities' consultation events with people from ethnic backgrounds indicates that there is not widespread knowledge of what services are provided by the Council and therefore are not generally accessed by people from these communities. The consultation events are starting to address the lack of understanding. Once there is understanding of the services, the main concern does not appear to be the quality of the service provided but over access to services when a language barrier exists. The inability to communicate appropriately and effectively clearly impacts on the way people feel about the service they have received. People with disabilities represent 22.14% of the Hartlepool population (Census 2000). However this includes a wide range of disabilities with a wider range of needs. The number of people who for instance are deaf or hard of hearing, or are blind or have sight impairment, or literacy difficulties and have made themselves known to appropriate charities and support groups is small.

- 2.3 The issue of translation services in respect of Ward Surgery notices was considered at Council on 27 July 2006

- Current interpretation and translation arrangements include

Pending a review of the strategy, the approach currently being taken is as follows

- Some documentation produced by the Council e.g. Ward Surgery notices include details in a number of languages of how to obtain the details in an alternative format (e.g. large print, Braille etc) or language
- Arrangements can be made, on request, to provide any Council document in an alternative format or language
- Most of the Council consultations invitations and flyers include details in a number of languages of how to obtain information in other alternative format.

### **3. Legal Position**

- 3.1 The 2000 Race Relations Amendment Act imposes a legal duty on Councils to prepare and publish its arrangements for ensuring public access to information and services, which it provides. The Commission for Race Equality guidance is that “public access means more than merely making information or services available. It means that members of the public can, in practice, without discrimination- direct or indirect - and regardless of their ethnicity, have real and equal access to information and services”. The 2005 Disability Discrimination Act imposes similar duties in respect of people with disabilities.

### **4. Council Commitment and arrangements**

- 4.1 In compliance of the 2000 Race Relations Amendment Act, the Council published its commitment to, and arrangements for, making sure that all members of the public have real and equal access to information and services in the Race and Equality Scheme 2005 – 2008 approved by Cabinet on 6<sup>th</sup> June 2005 as follows:

- “Access: The Council’s aim is for buildings open to the public to be accessible and welcoming towards ensuring information is available in accessible formats.
- Service Delivery: Most generic Council services will where possible be available to use, or adapted for use for people with disabilities. Specialist services for people with disabilities will aim to meet their needs and preferences.
- Access to information and services: Access to information and service is at the heart of everything the Council does. We are therefore currently developing a number of initiatives to improve how we communicate with employees and service users. A suite of strategies to deal with all aspects of internal and external communications that include consultation, complaints, compliments and comments is currently being developed along with a dedicated Contact Centre that provides a central contact point.

- The Council provides a translation service and should the caller wish to have a translator available then call to the following staff will provide this facility through Language line".

#### 4.2 Currently the following arrangements have been made in respect of translation and interpretation services

- **Language line** – a service that provides language interpretation service on demand over the telephone. This is available at all customer contact points and over 160 employees have been trained in its use.
- **Tees Valley Durham Communication Service** – a service that provides a Lip Speaking and British Sign Language interpretation service by appointment.
- An accessible website which meets industry standards (check with Paul Diaz), including a welcome message in the seven most commonly languages (other than English) spoken in Hartlepool, facility to increase print size and Brow sealoud which enables text on the website to be read in English
- Some Council documents such as Ward Surgery notices include details of how to obtain versions in the most popular languages spoken in Hartlepool or formats such as large print, Braille, talking tapes etc
- Arrangements for all documents to be translated into different languages or formats (as above) on request.

#### 4.3 In addition to the legal requirement, the Council, via its Equality and Diversity policy, aims to develop an inclusive society and is committed to ensuring all council services are accessible and that their provision is free from prejudice and unlawful discrimination and sensitive to the needs of all local communities.

#### 4.4 The Council has achieved Level 2 of the Equality Standard for Local Government and is committed to attaining Level 3 of the Equality Standard for Local Government by March 2008. A key strand of Level 3 in respect of service delivery is whether issues of barriers, accessibility and reasonable adjustments in the provision of services have been addressed. Council aims to avoid unlawful discrimination by adopting and supporting policies and practices, which ensure members of the public, are treated fairly. The Diversity Steering Group is responsible for overseeing progress towards Level 3 of the Standard and to assist in this has developed an action plan which includes the development of an Access strategy in relation to Buildings, Services and Information.

## 5 Future Options

Consideration is being given to the following (as yet uncoded) options to improve the arrangements, although the list is by no means exhaustive and any changes will need to be affordable:

- A brief strapline explaining the Councils translation and interpretation services, and how to access them, in the most popular languages printed on the reverse of all letterheads.

- Inclusion of similar strapline on all leaflets and booklets produced by the Council
- A leaflet and/or logo explaining the Council's translation and interpretation services, and how to access them, in all languages spoken in Hartlepool.
- All signs outside Council Buildings translated in different languages (as provided at Darlington Council and Middlesbrough Council).
- All Statutory and/or Democratic Services notices automatically translated into several languages.

## **6 Financial implications**

- 6.2 To date, all costs associated with translation and interpretation services have been met from within existing budgets. Appendix A details some of the unit costs of providing the services detailed in 4.2 above
- 6.3 Any extension of the current arrangements is likely to result in a budget pressure and in anticipation of this, a bid for additional resources in 2007/8 has been made.

## **7 RECOMMENDATIONS**

- 7.2 That the Portfolio Holder
- a) Notes the current arrangements,
  - b) endorses the planned actions
  - c) notes the bid for additional resources
  - d) considers referring this issue to Scrutiny Co-ordinating Committee to help develop the strategy and arrangements.

## Appendix A

Unit costs of providing translation and interpretation services:

Name of the service	Unit costs	
Translation services into different languages	Approx £80 to £100 for 1000 words (£125+ for anything specific that needs technical translations).	
Interpretation service (Durham and Tees Valley Communication Services)	£25 to £35 per hour and travel expenses during working hrs. Out of hours the charges escalate.	
Telephone interpretation (Languageline)	Charging System	1 <sup>st</sup> 15 mins
	Office hours (8am – 6pm)	£2.85/min
	Out of Office hours	£3.25/min
	Week-end Rate	£3.25/min
Braille translation service	A4 size costs approx £10	
BSL interpretation service (Durham and Tees Valley Communication Services)	Minimum 2 hrs (Normal working hrs) £23.15 per hr + travel	
Brow sealoud (for the Web)	3 year contract costs £5000	

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

18 September 2006



**Report of:** Chief Personnel Services Officer

**Subject:** LOCAL GOVERNMENT PENSION SCHEME  
UPDATE

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### **SUMMARY**

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

To inform the Portfolio Holder of new pensions regulations and plans to implement them and seek comment on the consultation exercise for the new look pensions scheme.

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

An outline of the new pension regulations, proposals for the new look pension scheme and commentary on the implications for the Council.

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

Corporate issue

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

Non-key decision

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

Portfolio Holder

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

The Portfolio Holder is requested to:

- Approve programme of review, consultation and implementation to comply with the new pensions regulations.
- Confirm a response to the consultation exercise on the new look pension scheme.

**Report of:** Chief Personnel Services Officer

**Subject:** LOCAL GOVERNMENT PENSION SCHEME  
UPDATE

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## 1. BACKGROUND

- 1.1 The Government continues to progress changes to the Local Government Pension Scheme (LGPS). Previous reports have been presented setting out the proposals and the implications for Hartlepool Borough Council, as best they could be assessed at the time.

This report addresses:

- changes that are anticipated to the LGPS from 1 October but will not be finalised until after the summer recess.
- A response to a consultation exercise for a 'new look pension scheme' due to come into force in April 2008.

## 2. DRAFT LOCAL GOVERNMENT (EARLY TERMINATION OF EMPLOYMENT) (DISCRETIONARY COMPENSATION (ENGLAND AND WALES) REGULATIONS 2006

- 2.1 The final regulations will not be published until after the summer recess of Parliament however the new regulations will apply where the termination date is on or after 1 October 2006. Any termination prior to 1 October 2006 will fall under the provisions of current Discretionary Compensation Regulations.

The following changes are required to current Council Policy:

- Provide a discretionary power to award a one-off lump sum payment up to, but not exceeding, two years pay (from 66 weeks to 104 weeks) inclusive of any redundancy payment payments made.
- Remove the power to award added years (although additional membership can still be awarded through augmentation provisions in the LGPS).
- Additional membership (augmentation) can be awarded in specific circumstances up to 6 2/3<sup>rd</sup> years. Augmentation is payable as a one off lump sum direct to the Pension Scheme or over a 5 year period.

- The 85 year rule will be removed from the scheme in respect of benefits accruing after 30 September 2006 (by virtue of Transitional Protection, after 31 March 2013, for those members who would be aged 60 or over and / or satisfy the 85 year rule by that date). Benefits banked up to 30 September 2006 (or up to 31 March 2013 for those covered by Transitional Protection) will not be affected by the change. Local Authorities are awaiting regulation amendments to be confirmed changing these dates to 31 March 2008 and 31 March 2016 respectively.
  - The policy allowing the reduction or suspension of contributions after 40 years' pensionable local government service is to be deleted as it breaches the Age Regulations. Employees can now remain in the fund beyond 40 years.
  - Ability to provide policy for flexible retirement after the age of 60 years where employees will be able to reduce their hours or move to a less senior position in preparation for retirement and draw accrued benefits from their pension.
  - Employees can retire voluntarily after the age of 60 years without employers consent
- 2.2 The changes take effect on 1 October 2006. However, it will take some months for the policy to be reviewed, consulted upon and agreed. Meanwhile our current policy allows us to be able to make decisions within the scope of the new legislation while this review takes place. It is proposed that an implementation date in the new year be targeted subject to consultation with trade union representatives.

### 3. NEW LOOK PENSION SCHEME

- 3.1 The Department for Communities and Local Government have drafted a document for consultation regarding a number of options for a new look LGPS for comment by Local Authorities in England and Wales by 29 September 2006. The purpose of the reforms is to ensure Local Authorities can maintain a sustainable and affordable pension scheme for the future. The Government are targeting a date of 1 April 2008 for the full introduction of the new scheme.
- 3.2 The consultation centres around four options (see Appendix A for more detail):
- A. An updated current scheme, with additional benefit improvements
  - B. A new, final salary scheme with an improved accrual rate
  - C. A new, career averaging scheme; and
  - D. A new, hybrid arrangement, based on a career-averaging core with a final salary option

3.3 There are a number of issues for Hartlepool Borough Council to consider, form a view upon and include in any response to the consultation exercise.

1. Should the Council aim for the LGPS to be an integral part of the remuneration package to attract, retain and reward longer serving career staff or plan for a redistributive effect to attract shorter serving, low progression staff?
2. A CARE scheme is of less value to retain and develop staff when they consider whether or not to apply for a promotion
3. The views of Teesside Pension Fund should be taken account of regarding the affordability of the options in relation to the current fund value and future predictions.
4. For options C and D it will be vital that pay records are accurate and audited on an annual basis: this has resource implications.
5. Under a career average scheme, employees do not have to worry about fluctuations to their pay and therefore this will encourage a more flexible approach to retirement.
6. The attractiveness of the new scheme in relation to recruitment and retention for this Council and the local government sector generally.
7. The LGPS regulations should support change management. For example, the attractiveness of retirement options and the cost to employers.
8. Protection for employees is required if the new scheme is detrimental to existing members. Also protection for members during transitional arrangements is required, particularly for people at critical stages of their career
9. Employers need consistent and accurate information to pass to employees from a national level to explain the changes and how to assess the implications on an individual level
10. A two-tier ill-health retirement scheme would be helpful to redeploy employees.

3.4 The comments of the Corporate Management Team will be reported orally to the Portfolio Holder's meeting. It is proposed that the following points be made in response to the consultation exercise, subject to the comments of the Portfolio Holder.

#### **4. RECOMMENDATIONS**

4.1 It is recommended that the:

- Council undertakes a programme of review, consultation and approval as set out in paragraph 3.2 in order to comply with the draft Local Government (Early Termination of Employment) (Discretionary Compensation (England and Wales) Regulations 2006.
- The Portfolio Holder confirm the response to the consultation exercise on the 'New Look Pension Scheme'.

## APPENDIX A

**New Look Pension Scheme - Options**Additional Key Information

Other improvements costed into the options are:

1. Lump sum payment increased to 3 times salary (from x2)
2. Partners pensions for cohabitants (this provision depends on the outcome of a Law Commissions consultation paper)
3. Introduction of a two-tier ill health retirement provision

It is proposed that 50% of the savings from the removal of the 85 year rule are recycled into the new pension scheme. This will help to mitigate additional pension costs associated with the new scheme.

The costs of the options will vary across different Funds and the consultation paper has strongly recommended that Fund and Scheme employers assess the likely impact on their costs should any of the options be implemented on 1 April 2008. The data given under the cost options below show a relative cost between the current scheme (current benchmark 20.9%) and the new scheme, rather than absolute costs.

Current Scheme

**Description:** Final salary pension scheme with 1/80<sup>th</sup> accrual and 3/80<sup>th</sup> lump sum (RPI revaluation after leaving)

Option A	
<b>Description:</b>	Updated current final salary pension scheme, with additional benefit improvements (1/80 <sup>th</sup> accrual plus 3/80 <sup>th</sup> lump sum) with RPI revaluation after leaving.
<b>Cost:</b>	19.4%
<b>Comment:</b>	<p>The savings from the introduction of the two-tier ill health retirement provision mean that the scheme costs less. This will result in a lower contribution rate from employees and employers. The Unions may seek improvements because of the known cost saving.</p> <p>This option will give greater benefits to long serving staff who progress up the earnings scale.</p>

Option B

**Description:** A new final salary scheme with an improved accrual rate of 1/60th (and lump sum available by commutation with RPI revaluation after leaving).

**Cost:** 20.9%

**Comment:** There is no automatic entitlement to a lump sum under this option.

The cost of this scheme is likely to mean an increase in the employee's contribution rate.

Consideration would need to be given to a tiered employee contribution rate which would encourage short-serving, low progressing staff to join the scheme.

Option C1

**Description:** A new, career average (CARE) scheme with 1.85% accrual and RPI revaluation both during employment and after (with lump sum available by commutation)

**Cost:** 20.6%

**Comment:** see below for Option C2

Option C2

**Description:** A new, career average (CARE) scheme with 1.65% accrual and RPI + 1.5% revaluation during employment (revalued in line with wage inflation) and RPI revaluation after leaving (with lump sum available by commutation)

**Cost:** 20.5%

**Comment:** Options C1 and C2 move from a final salary scheme to a career average scheme.

In order to ensure affordability an increase in the employee contribution rate would be necessary (but less than Option B).

As with the final salary pension scheme, this option retains the nature of the LGPS as a good quality, defined benefit government sponsored scheme. The difference is that rather than the benefits being calculated by reference to the pay at or

near retirement, they would be calculated by reference to the average earnings over the length of service. The individual years' earnings would be revalued in line with an index (by RPI or RPI + 1.5%).

C1 is more beneficial to short service scheme members as it has the higher accrual rate and greater redistributive effect.

C2 sits in-between options C1 and D in terms of benefit. However because option C2 is based on historical wage inflation over the last 10 years, if wage increases are closer to RPI in the future then this option could be more expensive than a final salary scheme.

Longer serving employees are likely to receive a lower benefit under this type of CARE scheme in comparison to a final salary scheme.

The aggregation of separate periods of local government pension rights would not be necessary and therefore removes the need for this decision.

This option avoids expensive liabilities being incurred by the receiving authority where an employee transfers from one authority to another on a higher salary. Also, any promotion that results in a salary increase will only affect future pension benefits, as the previous service pension benefits will not be affected.

Those people who come into local government on a middle management or senior post and do not get promoted, do not unduly benefit from a final salary scheme but could benefit from a CARE scheme.

#### Option D

**Description:** A new, hybrid scheme (a CARE scheme with a once only option of joining a final salary scheme)

**Cost:** same as Q(1) or Q(2) + 3% additional contributions for employees who chose a final salary arrangement

**Comment:** There is mixture of benefits / limitations of both final salary and CARE schemes.

Staff may perceive the CARE scheme as being inferior because the final salary scheme means additional contributions are paid in. However, the reality is the additional payments cover the cost of selection by those staff whom a final salary scheme is

appropriate, ie. those who obtain promotions during their career in local government.

#### Other Options

- A hybrid CARE/final salary scheme where earnings up to a specified level (say £12000) are subject to the CARE scheme and earning above that level are subject to the final salary scheme
- A hybrid CARE/final salary scheme where, for example, for the first 5 years of employment a CARE scheme applies and, after 5 years, the final salary scheme applies
- A low cost scheme for those employees not joining the main LGPS, e.g. a Defined Contribution (Money-Purchase) Scheme with a 0% employee contribution and a 4% employer contribution or a defined benefit scheme with a low accrual rate and a low member contribution rate

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

18 September 2006



**Report of:** Chief Personnel Services Officer

**Subject:** DRAFT PEOPLE STRATEGY

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### **SUMMARY**

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

- 1.1 To consider the Authority's Draft People Strategy, which has been considered during its compilation by the HR Working Group (a sub-group of Scrutiny Co-ordinating Committee).

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

An outline of the process for drafting the Strategy and a copy of the draft Strategy is included in the report.

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

Corporate Issue.

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

Non-Key.

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

Portfolio Holder

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

- To approve the draft People Strategy
- To consider reporting the People Strategy to Council

**Report of:** Chief Personnel Services Officer

**Subject:** DRAFT PEOPLE STRATEGY

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**1. PURPOSE OF REPORT**

- 1.1 To consider the Authority's Draft People Strategy, which has been considered during its compilation by the HR Working Group (a sub-group of Scrutiny Co-ordinating Committee).

**2. BACKGROUND INFORMATION**

- 2.1 Local Authorities need to have the visionary leadership, organisational flexibility and people capacity to deliver improved services; greater efficiency and better customer focus in front line services.
- 2.2 In embracing the challenge of organisational transformation, Local Authorities need the right people, working in the right way and within the right culture. A People Strategy assists the development of this culture by focusing resources on complementary and consistent people management practices to improve the effectiveness and efficiency of the People function and the Council.
- 2.3 At the meeting of the Finance and Performance Management Portfolio held on 28 November 2005 (Minute 2 refers), the revision of the Authority's current People Strategy was referred to Scrutiny Co-ordinating Committee which on the 20 January 2006 approved the establishment of a HR Working Group. Councillors James, A Marshall and J Marshall were appointed to serve on the Working Group.
- 2.6 The HR Working Group met formally from 9 February 2006 to 17 August 2006 to discuss and receive evidence relating to this referral. Following consideration of the Authority's second draft People Strategy on the 24 May 2006 Members of the Working Group approved the content of the draft Strategy and outlined their support for the involvement of key stakeholders within Elected Member, Employee, General Public and Partner groups.
- 2.7 Subsequently a consultation programme was undertaken over a two month period by the Chief Personnel Officer with the Authority's Corporate Management Team, Departmental Management Teams, Trade Unions, Elected Members, Council staff and external partners.

2.8 Upon completion of the Consultation Programme Members considered the final draft of the Authority's People Strategy and endorsed its content. The working group also concluded that:-

- (a) The Authority's People Strategy should be a Strategy that constantly evolves in light of organisational changes and challenges;
- (b) The Authority's People Strategy should be reflective of the needs of Hartlepool's communities, responsive to the aspirations of Council Staff; and have achievable aims and objectives that are appreciative of Council resources/capability; and
- (c) That the HR Working Group should remain in place in order to facilitate future discussions with regard to Single Status Agreement / Arrangements and be renamed the Single Status Working Group.

### 3. SCRUTINY CO-ORDINATING COMMITTEE

- 3.1 The draft People Strategy has been reported to the Scrutiny Co ordinating Committee on 15 September 2006. Comments were unavailable the writing of the report and will be reported to the Portfolio meeting.
- 3.2 A copy of the Final Draft People Strategy is attached at **Appendix A** for consideration by the Portfolio Holder.

### 4. RECOMMENDATIONS

- 4.1 That the Portfolio holder is requested to:
  - (a) Approve the draft People Strategy
  - (b) Consider reporting the People Strategy to Council

**Contact Officer: -** Joanne Machers – Chief Personnel Services Officer  
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Appendix A

**HARTLEPOOL BOROUGH COUNCIL**  
**PEOPLE STRATEGY 2006-2009**

Foreword

Photograph of Peter Jackson

I have great pleasure in introducing the Council's People Strategy. It shows what can be achieved when everyone in the Council has the opportunity and the interest to participate in long-term planning.

The Strategy is the product of members working with officers, talking about the big issues facing the Council and how they will affect our workforce; key stakeholders reshaping early drafts so that it reflects a broad range of views and reflects an organisation taking responsibility for its people.

You will find the Strategy is in three parts:

- Setting the scene
- Details about what we aim to do, how we will do it and how we will measure our success
- Some facts and figures about the Council's workforce and other issues

I'd like to emphasise that this Strategy covers both the employees of the Council and also elected members which I think recognises the fact that everyone is working to achieve the same objectives, within the same environment. The similarities far outweigh the differences.

I want to make this Strategy well known and used on a regular basis. A shorter version will be made available, setting out the main priorities and actions, in an easy-to-read-and-use format and will answer the 'What's in it for me' question.

I'd like to take this opportunity to express my thanks to the joint member/officer working group who have discussed, debated, designed and drafted this Strategy and worked hard to ensure the whole process has been as inclusive as possible.

I hope you find the Strategy informative and interesting and I would welcome any comments or suggestions you might have. I can be contacted on 01429 523702.

Councillor Peter Jackson  
Performance Management Portfolio Holder  
October 2006

## PART 1

## Introduction

- 1 Hartlepool BC exists to give best service to the people of the town. The Council recognises the essential link between people and performance and a committed, skilled and capable workforce is key to delivering high-quality services to our local communities.
- 2 This People Strategy (the strategy) supports the delivery of the Council's corporate plan, departmental service plans, operational activities and improvement initiatives. The strategy sets out the long-term vision for the Council's style and culture as an employer, with personal and organisational improvement at its very heart.
- 3 As the second smallest unitary council in England resources are scarce and maximum benefit from investment is essential. It is vital that our people resources are effectively managed. We want them to provide value for money and be planned in a structured way. They also need to be fully integrated with the service planning arrangements for the Council, in the short, medium and long term. This strategy influences the people aspects of organisational development and will enhance the effectiveness of improvement interventions.
- 4 We want to provide the most economic, efficient and effective services as determined by the needs of the people of Hartlepool. This strategy directly supports the Council's aims and its contribution to the Local Strategic Partnership and Local Area Agreement. It also attempts to meet the needs and aspirations of people who work for the Council in a paid or unpaid capacity, Elected Members, employees and volunteers of partner organisations and those who work as they learn.

**The Council in context**

- 5 Hartlepool Borough Council has been classified as excellent, now four star, since the introduction of the Comprehensive Performance Assessment. We have ensured that we maintained that rating with a very strong base of high performing services and a clear focus on further improving both these, and the corporate governance and development of the authority,
- 6 A clear focus on local priorities combined with highly effective development and operational management arrangements, both within the Council and in relation to the Council's close working with external partners, ensures we have a strong core of services through which we work. The alignment of the priorities within the Community Strategy and those of the Council provides a streamlined framework within which to plan, deliver and manage performance.

- 7 This strategy has been developed at the same time as the Children's Workforce Strategy for Hartlepool. Close working between the two development teams has ensured complementary and supportive priorities; objectives and activities are in place at this stage. On-going consultation and monitoring will strengthen the linkages between the two strategies.

### **Mission / Vision**

- 8 This strategy aims to ensure that Hartlepool Council is a great place to work. Our people who serve Hartlepool's communities deserve to be healthy and happy, properly skilled, supported and valued to ensure the Council's priorities are delivered and have their aspirations successfully met.

### **Values / underpinning principles**

- 9 This strategy is designed to deliver on a range of objectives blended to meet Hartlepool's needs. We know that one-off initiatives in a specific priority area will not be sufficient to address challenging people issues as the organisation progresses. People need to see, hear and feel that they are valued every day if they are to make improved service delivery a reality.
- 10 People working together is the basis of Hartlepool's success. This strategy is the result of Members, employees and their representatives and partners working together. Together they will monitor and review how effective the strategy is.
- 11 Our values of inclusion, recognition, personal growth, wellbeing and performance accountability will provide a benchmark for all activities.
- 12 The Council is committed to equalities and aims to make Hartlepool and the Council as an organisation, as inclusive as possible. Working together to get things done and building on our similarities is how we achieve more than many expect. Embracing and learning from our differences will strengthen our ability to become a fully inclusive society.

### **Strategic goals**

- 13 Within the overarching concept of organisational and people development we have identified six elements that bring together the various aspects of managing and developing people within the organisation. Each strategic goal is explained, has objectives and details of the activities and success measures involved. The six strategic goals are:

- Active, visible and effective political and senior management leadership

- Improve what we do
- Develop skills and talent
- Healthy working
- Recognition, engagement and rewards
- Resourcing

### Priorities

- 14 The objectives and outcomes of the Community Strategy, Local Area Agreement and Corporate Plan have directly influenced the shape of this strategy. The key themes of supporting jobs and the economy, lifelong learning & skills and health and care are appropriately embedded within the strategic aims. When the current review of the Community Strategy is completed this strategy will be re-considered.
- 15 The Council's Efficiency Strategy and IT Strategy will have key impacts on the development of the Council's budget over the next few years and how our organisation develops: our people priorities therefore reflect the changes that will be required.
- 16 Each year the Corporate Plan will confirm the organisational development priorities, which in turn will determine objectives and actions for the People Strategy and the Human Resources Division service plan. The priorities for the future are:
  - 16.1 Deliver a clear vision through a recognisable and talented political and officer leadership team.
  - 16.2 Meet personal member development needs through a focused programme that also supports Council's needs.
  - 16.3 Ensure senior management capacity needs are planned and delivered.
  - 16.4 Cascade a coaching culture from senior managers and Members throughout the organisation
  - 16.5 Build on an established culture of improvement, innovation, ideas and learning
  - 16.6 Effectively appraise, plan and manage individual, team and organisational performance so it is linked to organisational objectives, competency frameworks and development needs
  - 16.7 Integrate corporate workforce planning arrangements into departmental service plans
  - 16.8 Improve the work-life balance and health of the workforce
  - 16.9 Skill and resource managers to protect the workforce from any harm to their health that work can cause and to have a positive influence on the wellbeing of their team members
  - 16.10 Develop a workforce that can promote the health of others
  - 16.11 Operate a fair pay, grading and reward strategy
  - 16.12 Increase employee satisfaction levels

- 16.13 Retain and recruit talent effectively to ensure excellent service delivery
- 16.14 Monitor and develop people based strategies and policies on accurate and relevant workforce information
- 16.15 Reflect the profile of local communities in the Council's workforce.

### **Responsibilities for the People Strategy**

- 17 The Executive via the Cabinet and the Portfolio Holder for Performance Management will provide leadership and direction to the strategy.
- 18 The Corporate Management Team will provide complementary leadership, direction and support to develop and implement the strategy. They will ensure the spirit and promises of this Strategy are delivered through their management teams.
- 19 The Scrutiny Co-ordinating Committee will monitor the implementation of the strategy primarily through its People Strategy Group. The Group will monitor the progress and impact of the strategy in partnership with employees, trade union representatives and senior managers. (N.B. Any HR / industrial relations issues, arising from this Group, or in other circumstances will be referred to existing negotiation / consultation arrangements.)
- 20 All Elected Members are expected to reflect the corporate values and spirit of this strategy in their capacity as employers.
- 21 All employees are expected to acknowledge their rights and responsibilities within the context of the strategy.
- 22. The Chief Personnel Officer and Human Resources Division will co-ordinate the implementation of action points, deliver services to an agreed standard, monitor the strategy and report progress to Members, senior managers and employees on a regular basis.

### **Risk - barriers to success**

- 23 The risks associated with delivering on the key objectives in each strategic aim have been assessed as:
  - 23.1 Lack of skilled officer support within the HR Division  
Control measures include training and development, a retention strategy for HR Division; joint officer leads for key projects.
  - 23.2 Lack of financial resources or flexibility to implement innovative solutions  
Control measures include a business case approach to proposal assessment.

- 23.3 The pace of change within this strategy is not compatible with the cultural change needed to succeed  
Control measures include use of consultation and communication; corporate management team ownership, leadership and management development programme to underpin ability to change
- 23.4 The organisational development and people management approach within this strategy is not shared by partner organisations  
Control measures include consultation and communication with partners, use of Community Strategy themes to build on similarities rather than focus on differences
- 23.5 The political environment within which the organisation operates may undermine the morale of the workforce.  
Control measures include member/officer awareness training, Chief Executive / Monitoring Officer interventions, People Strategy Group.

#### **Performance management**

- 24. Each strategic aim within this strategy has an action plan and success measures defined which will be monitored and evaluated by the People Strategy Group on a regular basis.
- 25 The Chief Executive's / HR Service Plan will include all actions arising from this strategy and progress will be reported to the Performance Management Portfolio Holder within corporate service plan reporting arrangements.
- 26 Best Value Performance Indicators (BVPIs) will measure performance in specific areas and provide benchmarking data.
- 27 The performance management arrangements within the Human Resources Division will ensure detailed action plans for projects and service improvements.

## PART 2

**Strategic Goal 1:****Active, visible and effective political and senior management leadership**

- 28 The Council wants to have a positive culture delivered through leadership skills at political and senior management level. We aim to challenge existing practices and ensure continuous performance improvements, modernise the council's structure and systems and identify strategic goals and long-term direction.
- 29 The leadership team needs to epitomise the Council's purpose and spirit. The organisation wants leaders that bring out the best in the Council's employees. Members and senior managers (i.e. chief officers) must be able to manage and develop themselves and the organisation to meet the continuing challenge of change.
- 30 Members and senior managers are needed to champion the development of management capacity and capability and to encourage and promote a learning culture. They will lead by example by taking up and providing learning opportunities.

**Objectives :**

- 31 Deliver a clear vision through a recognisable and talented political and officer leadership team.
- 32 Meet personal member development needs through a focused programme that also supports Council's needs.
- 33 Ensure senior management capacity needs are planned and delivered.
- 34 Cascade a coaching culture from senior managers and Members throughout the organisation

**Table 1.1**

What this will involve	Currently in place	Further improvement / review needed	New development needed	2006/07	2007/08	2008/09
<b>Member competency framework</b>	Yes					
<b>Member training needs analysis process</b>	Yes	Yes				
<b>Member induction programme</b>	Yes			Annual update		

<b>Member training and development programme</b>	Yes	Yes		Annual update		
<b>Code of conduct for Members</b>	Yes					
<b>Senior management competency framework</b>	Yes	Yes				
<b>Senior management development programme</b>	Yes	Yes				
<b>Member accountability statements / job descriptions</b>			Yes			
<b>Member performance management process Member / senior management coaching programme</b>			Yes Yes			
<b>Member mentoring scheme</b>			Yes			
<b>Member handbook</b>	Yes	Yes		Annual update		
<b>Senior management recruitment processes</b>	Yes	Yes				
<b>Senior management performance agreements</b>			Yes			
<b>Senior management induction programme Senior management workforce planning</b>			Yes	On-going		

Table 1.2

Success can be measured by	Measurement method	Measurement Period
Employee satisfaction improves	Employee survey	Employee survey cycle
Employee confidence in management improves	Employee survey	Employee survey cycle
Increased employee perception of improvement	Employee survey	Employee survey cycle
Member skills level improves	Annual member skills audit	Annual member development report
Senior management competency levels improve	Senior management skills audit	Every two years

Complaints against Members reduced	Statistics	Annually
Complaints upheld against Senior Managers reduced	Statistics	Annually

## Strategic Goal 2: Improve what we do

- 35 The Government modernisation agendas require the Council to develop and deliver high quality, cost effective services.
- 36 Business process re-engineering, partnership working, technology initiatives, workforce remodelling, efficiency targets, shifts in service demands, increasing customer expectations, etc. place a continual pressure on the people in the organisation to plan, implement and review change in a never ending cycle. It is a form of continual transformation.
- 37 The Council wants a healthy culture of improvement sustained by an investment in organisational development. Service improvement is achieved when individual, team and corporate performance is well managed. The Council will be a place where everyone knows what is expected of them and is managed and developed to perform effectively and encouraged to learn from their mistakes. Performance management, regular and appropriate communication, smooth structures and change management strategies are all important elements of improving what we do.
- 38 We aim to develop effective partnerships with clear objectives and responsibilities to share resources, avoid duplication and provide service users with an improved service wherever we can.

## Objective

- 39 Build on an established culture of improvement, innovation, ideas and learning

**Table 2.1**

What this will involve	Currently in place	Further improvement / review needed	New development needed	2006/07	2007/08	2008/09
<b>Communication strategies</b>	Yes	Yes		Annual update		
Probationary periods for new employees	Yes					
Job descriptions	Yes			On-going review		
<b>Appraisals</b>	Yes	Yes				
<b>Robust performance management arrangements</b>	Yes	Yes				

Develop meaningful and effective partnerships across all sectors		Yes				
Performance management culture	Yes					
Ensure the Council fulfils its social responsibility as a community leader	Yes	Yes				
Accredited quality control systems						
Balanced scorecard for HR performance			Yes			
External benchmarking of HR services	Yes	Yes	Yes			
External challenge – critical friends network			Yes			
Enhance employee empowerment			Yes			
Business improvement skills	Yes	Yes				
Departmental suggestions schemes	Yes					
Corporate suggestion scheme			Yes			
Integrate revised Investors in People Standard to Strategy objectives			Yes			

Table 2.2

Success can be measured by	Measurement method	Measurement Period
Reduced staff turnover	Statistics	Annually
Reduced absence levels	Statistics / BVPIs	Annually
Reduced capability cases	Statistics	Annually
Reduced occupational health referrals	Statistics	Annually
Increased number of staff suggestions	Statistics	Annually
Increased % of employees know how to make suggestions	Employee survey	Employee survey cycle
Increased % of employees view that change has been well managed	Employee survey	Employee survey cycle

### **Strategic Goal 3: Develop skills and talent**

- 40 How the Council intends to recruit and retain talented employees is set out in Strategic Goal 6. It is important however to confirm how the Council will help employees raise their aspirations, develop their skills and talents and realise their potential to ensure excellent performance and encourage employees to remain with Hartlepool BC. Maximising individual capacity to increase organisational capacity requires on-going investment in the personal and technical skills of employees, a positive learning climate and a commitment to succession planning. The Council supports the national agreements for local government employees, which place responsibilities on the organisation to provide development opportunities for our employees
- 41 The Council's Workforce Development Plan sets out the organisational, departmental and specialist requirements for the period 2005-10. It is important to integrate the main elements into this People Strategy to ensure strong links are maintained.
- 42 The Council wants managers who can make decisions when they are needed, work in accordance with corporate values and can align people to a shared vision and sustain them through the challenges of change. Line managers are key agents of change because they translate corporate and unit objectives into day-to-day working realities for employees.
- 43 We want all employees to understand how their performance is assessed and how core and management competency frameworks apply to them. Individual development needs and opportunities to succeed will be identified and implemented both by employees and managers. We want our staff to inspire confidence in every customer, partner and colleague that they are well trained, able to understand the customer's needs and deliver on promises. People who are properly consulted on their development needs within a professional context will feel energised and empowered. All Council departments have Investors in People accreditation, or are working towards the new standard for their newly created department, and undertake regular appraisal and personal development plan reviews – the effectiveness of these activities will be continue to improve to encourage positive employees attitudes to learning.
- 44 Managers of people at every level should be recognised as leaders and change agents. They influence employees to perform efficiently in their job, realise their potential and contribute to excellent services for Hartlepool's communities. Actions will link with other work undertaken elsewhere under the Community Strategy themes of lifelong learning & skills and jobs & the economy.

### **Objectives:**

- 45 Effectively appraise, plan and manage individual, team and organisational performance so it is linked to organisational objectives, competency frameworks and development needs
- 46 Corporate workforce planning arrangements are integrated into departmental service plans

Table 3.1

What this will involve	Currently in place	Further improvement / review needed	New development needed	2006/07	2007/08	2008/09
Management development programme for all levels of managers and supervisors	Yes	Yes				
<b>Management / core competency frameworks</b>	Yes					
Trade Union Learning Reps	Yes			On-going		
<b>Together Project</b>	Yes			On-going		
<b>Competency payments</b>	Yes	Yes				
<b>Retention payments</b>	Yes	Yes				
<b>Development activities approval / budget system</b>	Yes	Yes				
<b>Improved manager appraisal skills</b>			Yes			
<b>Specialist induction for managers</b>			Yes			
Induction strategy and activities	Yes	Yes				
<b>Performance agreements for managers</b>			Yes			
<b>Managers electronic 'handbook'</b>			Yes			
<b>Retention / recruitment / succession planning strategy</b>			Yes			
<b>Code of conduct for employees</b>	Yes	Yes				
<b>Links with Learning &amp; Skills Councils</b>	Yes	Yes				
<b>Fast track scheme for high achievers</b>			Yes			

<b>Financial support for securing professional qualifications relating to career/role</b>	Yes	Yes				
<b>Competency based recruitment</b>			Yes			
<b>Evaluation analysis</b>	Yes	Yes		On-going		
<b>Basic skills programme</b>	Yes	Yes		On-going		

**Table 3.2**

Success can be measured by	Measurement method	Measurement Period
Corporate employee skills level improves	Employee skills audit	Annually
Reduced turnover	Statistics	As required
Increased internal appointments	Statistics	Annually
Reduced recruitment costs Increased volunteers for internal groups	Statistics Statistics	Annually As required / annually
Increased % of employees have personal development plan	Employee survey Statistics	Employee survey cycle
Increased % of employees know what training is available to them	Employee survey Statistics	Employee survey cycle
Retain Investor in People status	External accreditation	Determined by IiP standard
Increased resources allocated to development activities	Budget and time allocated	Annually
Evaluation of effectiveness	Various	As required
Average NVQ level increases	Skills audit / Statistics	Annually

#### **Strategic Goal 4: Healthy working**

- 47 The Council will take a proactive approach to the mental, emotional, spiritual and physical health, safety and general well being of all employees and members. This Council wants to provide everyone with a safe working environment. The workforce should feel supported in their attempts to live a healthy, dignified and well-balanced lifestyle and where a culture of personal and inter-personal awareness is encouraged.
- 48 The personal well being of our people is a priority and wherever possible arrangements will be made to protect the dignity and health of people and support a work/life balance that is conducive to optimum performance. We want our people to have high self-esteem, wide smiles and a depth of feeling about the job that they do.
- 49 The physical and mental well being of our people, and others affected by their work activities, is promoted and secured through pro-active professional advice and clear management responsibilities. We will continue to address safe working methods and healthy lifestyles through occupational benefits, policies and working environments, through the use of technology and new ways of working. Our health improvement programmes are developed and linked to local, regional and national public health strategies e.g. Choosing Health, and reflect local lifestyle risk factors. Actions link with other work undertaken elsewhere under the Community Strategy theme of health and care. Attendance management systems aim to be transparent and supportive to employees who want to be at work and robust for those who do not. We will adjust working arrangements to support individual needs wherever we can.

#### **Objectives :**

- 50 Improve the work-life balance and health of the workforce
- 51 Skill and resource managers to protect the workforce from any harm to their health that work can cause and to have a positive influence on the wellbeing of their team members
- 52 Develop a workforce that can promote the health of others

Table 4.1

What this will involve	Currently in place	Further improvement / review needed	Development needed	2006/70	2007/08	2008/09
Managing attendance policies and arrangements	Yes			On-going		
<b>Employee support services</b>	Yes	Yes				
<b>Employment protection policies e.g. stress, dignity, anti-bullying/harassment, equality, age</b>	Yes			On-going		
<b>Occupational health to prevent and address workplace related ill-health and contribute to addressing ill-health which impacts upon the capacity to work</b>	Yes			On-going		
Health promotion programme to encourage lifestyle changes	Yes	Yes				
<b>Health and safety policies and arrangements</b>	Yes			On-going		
<b>Flexible working policies</b>	Yes	Yes				
<b>Welfare facilities</b>	Yes	Yes				
<b>Holistic well-being strategies aligned to corporate objectives</b>			Yes			
<b>Employee support for ex-employees and dependents</b>			Yes			
<b>Career breaks / sabbaticals</b>			Yes			
<b>Programme of local, regional and national health initiatives promoted to the workforce in partnership with other partners</b>	Yes	Yes				

<b>Properly equipped workforce</b>	Yes	Yes		On-going
<b>Good working conditions</b>	Yes	Yes		On-going
<b>Management competency in absence management arrangements</b>	Yes	Yes		On-going

**Table 4.2**

Success can be measured by	Measurement method	Measurement Period
Absence levels reduced	Statistics / Best Value Performance Indicators	Annually
Accident levels reduced	Statistics	Annually
Employee satisfaction levels improve	Statistics / Employee survey	Employee survey cycle
Employee grievances / complaints reduce	Statistics	Annually
Increased employee awareness of employee support facilities	Employee survey Take up statistics	Employee survey cycle Statistics
Reduced % of employees who feel unduly pressured	Employee survey	Employee survey cycle
Increased % of employees who feel their health and safety is well provided for	Employee survey	Employee survey cycle
Reduced incidents of violence and aggression	Employee survey Statistics	Employee survey cycle
Reduced substantiated occurrences of discrimination, harassment and bullying	Employee survey Statistics	Employee survey cycle
Increase awareness of employee support facilities	Employee survey	Employee survey cycle
Reduced cost of health-related litigation		

**Strategic Goal 5****Recognition, engagement and rewards**

- 53 Positive staff attitudes to the organisation's values and objectives are nurtured through positive recognition, engagement and rewards strategies.
- 54 A key element of the Council's People Strategy mission statement is to ensure that employees feel valued. The Council is committed to the principle of equalities and diversity. Managers, Elected Members and colleagues all contribute to an employee's 'feel-good' level through the things they say and do directly or through other channels. Feedback should always be delivered personally, privately and constructively, errors and performance that is lower than expected should be used as an opportunity to learn and improve. Negative comments, which undermine the confidence of a person, the image of the Council or the successes already achieved, will be addressed. Formal and informal processes will enable and encourage internal and external compliments. A culture of recognising excellent performance, commitment and effort will be encouraged at all levels of the organisation and across all departments.
- 55 We want employees to collaborate and participate fully in the Council's business, share their views and understand the wider context of where their job/role fits in through regular consultation and communication. To meet different a choice of involvement opportunities will be offered through formal consultation processes, team activities, suggestion schemes, employee survey, focus groups, etc. Communication strategies will encourage vertical and horizontal exchanges, with feedback loops to ensure it isn't "one-way".
- 56 The formal mechanisms for trade union liaison aims to ensure constructive and effective consultation, negotiation and representation. It is welcomed and encouraged by the Council as an effective means of understanding employees' views and reaching agreements.
- 57 Pay and other financial benefits will be 'equality proof' through a pay and grading structure which links elements of pay to personal development, contribution and competence and implements the Single Status agreement and is subject to regular pay audits.
- 58 As we compete for talented people, the "whole offer" package needs to be defined and improved. The Council's rewards package for employees and others will seek to incorporate elements other than just pay and other financial benefits. Creativity and flexibility is the key to designing an employment offer. It needs to be responsive to local and regional labour markets, whilst being underpinned by the stability of national pay bargaining and equal pay considerations. In the long-term, the Council will also consider the appropriateness of Total

Reward Packages where employees can 'flex' their packages to suit them at different stages of their life.

- 59 Specific attention will be paid to looking at how to address different treatment, which might occur between different job types, particularly in respect of lower paid jobs historically occupied by women and people from ethnic minorities.

### Objectives:

- 60 Operate a fair pay, grading and reward strategy

- 61 Increase employee satisfaction levels

**Table 5.1**

What this will involve	Currently in place	Further improvement / review needed	Development needed	2006/07	2007/08	2008/09
<b>Revised pay &amp; grading structure</b>			Yes			
<b>Equal Pay audits</b>			Yes			
<b>Compliments, comments and complaints</b>	Yes					
<b>Harmonisation of terms and conditions</b>			Yes			
<b>Long service awards</b>	Yes		Yes	On-going		
<b>Motivational training for managers</b>						
<b>Staff newsletters</b>	Yes			On-going		
<b>Team briefings/meeting by team leaders, departmental managers and corporate management team</b>	Yes			On-going		
<b>Employee engagement options</b>	Yes	Yes				
<b>Celebrating success event</b>			Yes			
<b>Total rewards package strategy</b>			Yes			
<b>Corporate compliments scheme</b>			Yes			
<b>360 degree feedback</b>			Yes			

**Table 5.2**

Success can be measured by	Measurement method	Measurement Period
Increased employee satisfaction that the Council is a good employer	Employee survey	Employee survey cycle
Turnover reduces	Statistics	Annually
A new pay & grading structure is implemented with the support of TUs and ACAS	Pay and grading structure implemented	1.4.07
Equal Pay claims successfully defended	Employment Tribunal claims	Annually
Terms and conditions for Local Government Employees are harmonised	Terms and conditions are harmonised	1.4.07
% of successful recruitment campaigns increases	Statistics	Annually
Increased % of employees feel well informed	Employee survey	Employee survey cycle
Increased employee engagement / feedback	Employee survey	Employee survey cycle

**Strategic Goal 6****Resourcing**

- 62 The Council's ability to recruit and retain a motivated, skilled and flexible workforce depends on a broad range of factors. We want the Council to be considered an employer of choice i.e. a place where people actively choose to work. How the Council then plans, manages and deploys the workforce determines whether customers are satisfied and objectives achieved.
- 63 The Council wants to recruit and retain skilled and talented staff. The Council's recruitment and retention strategy sets out a positive and constructive approach to attracting and retaining employees
- 64 Planning for the short, medium and long term requires clear and well constructed corporate and service plans which acknowledge and include workforce needs. The Council's Workforce Development Plan sets out the organisational, departmental and specialist workforce needs for the period 2005-10 and the people policies needed are included in this Strategy.
- 65 Workforce trends and future requirements rely upon accurate and timely data about the national, regional and local employment situation. The analysis of future changes arising from the use of technology, business process re-engineering or demands for services is also

important. High reliance will be placed upon sophisticated and accurate management and employee information. A high specification HR/ Payroll system, with self-service facilities, will ensure improved information and satisfy most data and Data Protection requirements.

- 66 A climate will be encouraged where the positive contribution of applicants, Members and employees with diverse backgrounds and talents is recognised and reflects the wider communities of Hartlepool.
- 67 The Council will promote local government, and the public sector generally, as a career with prospects and satisfaction. External and internal communications must enhance the image of the Council as positive and modern so that we can attract and retain the best people. National, regional and sub-regional co-operation is needed to develop solutions to 'skills shortages' and the Council will join in partnership arrangements and data sharing wherever relevant.
- 68 Retaining skilled employees during change is important to the Council. The Council's approach and arrangements have been agreed within a number of documents that will be kept under review e.g. Efficiency Strategy, Change Protocol, etc.

#### Objectives :

- 69 Retain and recruit talent effectively to ensure excellent service delivery
- 70 Monitor and develop people based strategies and policies on accurate and relevant workforce information
- 71 Reflect the profile of local communities in the Council's workforce.

**Table 6.1**

What this involves	In place	Further improvement / review needed	Development needed	2006/07	2007/08	2008/09
<b>Arrangements for managing staff implications of change programmes established</b>	Yes			On-going		
<b>Recruitment &amp; retention strategy</b>	Yes			On-going		
<b>Communication strategies in place</b>	Yes			Annual update		

<b>Participation in National Graduate Development Programme</b>	Yes			On-going
<b>Corporate equality scheme</b>	Yes			
Integrate workforce planning into service plans			Yes	
<b>Modern and efficient recruitment processes</b>	Yes	Yes	Yes	On-going
<b>Targeted recruitment strategies</b>			Yes	On-going
<b>Improved HR/Payroll technology</b>			Yes	
<b>Strengthen “local government as a career” message in recruitment</b>			Yes	
Support recruitment fairs with partners			Yes	
Share talent pools with partners			Yes	
Hartlepool Town / Tees Valley recruitment portal			Yes	
Shared workforce development plans with local partners			Yes	
Hartlepool public sector academy			Yes	
Participate in north east recruitment / talent initiatives	Yes	Yes		On-going
<b>Modern apprenticeship traineeship schemes</b>	Yes	Yes		On-going
Positive action for under represented groups in workforce			Yes	

**Table 6.2**

Success can be measured by	Measurement method	Measurement Period
How closely the workforce reflects local communities	Statistics	Annually
Exit interview analysis	Questionnaire	Annually
Labour turnover / Stability analysis	Statistics Exit interviews	Annually
Key posts are filled quickly with the right people	Statistics	Annually
New people policies have a positive impact	Policy evaluation / review	Ad hoc
Joint recruitment initiatives undertaken with partners	Recruitment exercises	1.4.07
Increased % of employees feel committed to principles of equalities and diversity	Employee survey	Employee survey cycle
Increased % of employees feel the Council values equalities and diversity	Employee survey	Employee survey cycle

### PART 3

Workforce analysis to be added

Number of employees – full-time / part-time/ agency workers

Diversity profile

Local/ national skills shortages

Sickness rates

Grievance / disciplinary rates

Vacancies / turnover analysis

Recruitment statistics

Training and development statistics

Health and safety statistics

Employee support statistics

LiP updates

Salaries info

Requests for flexible working / employee support policies

Hartlepool health profile from PCT

Etc.

#### References:

CIPD

PPMA

Audit Commission

Wellkom / The Work Foundation

Employers' Organisation

Statistics

- Employee survey results 2003/ 2005

- HBC Workforce profile

HBC Corporate Plan

HBC Workforce Development Plan 2005-10

Hartlepool Local Area Agreement

Hartlepool Community Strategy

Local Government Pay and Workforce Strategy 2005,

Children's Workforce Strategy

Social Care Workforce Strategy.

#### Acknowledgements

HR Strategy Working Group

Hartlepool Borough Council Departmental Management Teams

Hartlepool Joint Trades Union Committee

Named employees who participated in Focus Groups

RSUK (Focus group facilitation)

Peter Price, Director of Public Health, Hartlepool Primary Care Trust

John Leach, Children's Services Department

Andrew Atkin, Assistant Chief Executive

HR Division: Wally Stagg, George Taylor, Mary Fullerton, Lynn Owens,  
Gillian Laight, Liz Thompson, Faye Dodds, Paul Jackson, Kirstie Dodd,  
Rachel Price, David Quainton, Leanne Murphy, Linda Chandler,  
Lisa Woodward, Toni Little, Alison Swann  
Neil Harrison, Disability Inclusion Manager, Adult & Community Services  
Liberal Democratic Members  
Administration Group Members  
Labour Group Members

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

18 September 2006



**Report of:** Chief Personnel Services Officer

**Subject:** REMIT OF LOCAL JOINT CONSULTATIVE COMMITTEE

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### **SUMMARY**

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

To seek approval for the remit for the Local Joint Consultative Committee.

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

The report sets out the arrangements that have previously been considered and agreed in respect of the Local Joint Committee with the Trade Unions. The Committee has now met and confirmed that those arrangements are still relevant

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

Corporate Issue

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

Non-Key

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

Portfolio Holder

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

- Approval for the remit of the Local Joint Consultative Committee

**Report of:** Chief Personnel Services Officer

**Subject:** REMIT OF LOCAL JOINT CONSULTATIVE  
COMMITTEE

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**1. PURPOSE OF REPORT**

- 1.1 The report sets out the arrangements that have previously been considered and agreed in respect of the Local Joint Committee with the Trade Unions. The Committee has now met and confirmed that those arrangements are still relevant

**2. THE REMIT OF THE LOCAL JOINT COMMITTEE**

- 2.1 The remit of the Local Joint Consultative Committee was discussed a number of times during 2002 by the Committee itself. Although agreement was reached at the time, the remit was never submitted for Executive approval.
- 2.2 The remit has recently been reconsidered and is attached as Appendix A. It is recommended by the Committee to the Portfolio Holder for approval

**3. RECOMMENDATIONS**

- 3.1 The Portfolio Holder is therefore requested to approve the remit for the Local Joint Consultative Committee.

## Appendix A

## LOCAL JOINT COMMITTEE

REMIT

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**1. TITLE**

The Hartlepool Council and Staff Joint Committee will be called the ‘Local Joint Consultative Committee’.

**2. REPRESENTATION**

The Local Joint Consultative Committee shall comprise nine members of the Hartlepool Borough Council to be appointed annually by the Local Authority and an equal number of Hartlepool Borough Council employees appointed by the Hartlepool Joint Trade Union Committee. It is expected that both the Local Authority and the HJTUC sides will call on the services of their full time professional/technical officers always provided that both sides mutually agree. The members shall retire annually and shall be eligible for re-appointment.

If a member of the Local Joint Consultative Committee ceases to be a member or officer of Hartlepool Borough Council or a representative of Hartlepool Joint Trades Union Committee he/she shall thereupon cease to be a member of the Local Joint Consultative Committee; any vacancy shall be filled by Hartlepool Borough Council or the Hartlepool Joint Trade Union Committee.

**3. CHAIRPERSON**

The Chair and Vice-Chair shall be appointed by the Local Joint Consultative Committee at their first meeting in each year. The Chair is to be appointed to be a member of the Local Authority and the Vice-Chair to be appointed from the HJTUC side. The Chair of the meeting shall not have a casting vote. Meetings will be chaired alternately by the Chair and Vice-Chair.

**4. OFFICERS**

The secretarial work of the Local Joint Consultative Committee shall be carried out by Democratic Services.

**5. FUNCTIONS**

The functions of the Local Joint Consultative Committee shall be:-

- (a) To establish regular methods of negotiation and consultation between Hartlepool Borough Council and its officers in order to prevent differences and to adjust them should they arise, always provided that no question of individual discipline, salaries, promotion, or efficiency shall be within the scope of the Local Joint Consultative Committee, except as provided for by the Employment Protection Act;
- (b) To consider any relevant matter referred to it by a Portfolio holder, the Cabinet or by the Hartlepool Joint Trade Union Committee.
- (c) To make recommendations to the relevant Portfolio holder or Cabinet as to the application of the terms and conditions of service and the education and training of Local Government officers employed by Hartlepool Borough Council.
- (d) The Local Joint Consultative Committee may refer any appropriate matter for advice from the North East Provincial Council. It may also decide to advise the North East Provincial Council of any recommendation of the Local Joint Consultative Committee which is approved by Hartlepool Borough Council and which appears to be of more than purely local interest.
- (e) Provided that there shall be excepted from the foregoing functions any matters which pursuant to Paragraph 80 of the Scheme of Conditions of Service shall be referred to the Provincial Council.

**6. RULES AND REGULATIONS**

- (i) The Local Joint Consultative Committee shall meet as and when required but not less than quarterly. The Chair or Vice-Chair may direct the Secretary to call a meeting at any time. A meeting shall be called within fourteen days of the receipt of a requisition signed by not less than one-third of the members of either side. The matters to be discussed at any meeting of the Local Joint Consultative Committee shall be stated upon the notice summoning the meeting, provided that any other business may be considered if admitted by a majority vote of those present at such meeting.
- (ii) The quorum of the Local Joint Consultative Committee shall be three representatives of each side.
- (iii) No resolution shall be regarded as carried unless it has been approved by a majority of the members present on each side of the Local Joint Consultative Committee, and in the event of (a) of the Local Joint Consultative Committee being unable to arrive at an agreement, or (b) of Hartlepool Borough Council disagreeing with the recommendations of the Local Joint Committee, the matters in dispute shall, where this is in accordance with the Constitution of the North Eastern Provincial Council, be referred to that Council.
- (iv) The proceedings of any meetings of the Local Joint Consultative Committee shall be reported to the appropriate Portfolio holder, to Cabinet or direct to Hartlepool Borough Council as may be determined locally, but before submission the report shall be signed by the Chair and Vice-Chair of the Local Joint Consultative Committee.
- (v) The Local Joint Consultative Committee will, in reaching any agreements or recommendations, have due regard to the policy and recommendations of the North East Provincial Council.
- (vi) Substitutes may be appointed by the Local Authority and HJTUC for their respective individual delegates to attend meetings of the Local

Joint Consultative Committee provided that the Secretary is informed prior to the meeting of such attendance