

**\*\* REPLACEMENT AGENDA \*\***  
**PLEASE NOTE VENUE**

**PERFORMANCE MANAGEMENT  
PORTFOLIO  
DECISION SCHEDULE**



**Monday, 4<sup>th</sup> December, 2006**

**at 8.30 a.m.**

**in Training Room 1, Belle Vue Community, Sports and Youth Centre,  
Kendal Road, Hartlepool**

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

**1. KEY DECISIONS**

None

**2. OTHER ITEMS REQUIRING DECISION**

- 2.1 Christmas and New Year Arrangements – Chief Personnel Officer
- 2.2 Draft Disability Equality Scheme (DES) – Chief Personnel Officer
- 2.3 Employee Attendance 2006/07 – Second Quarter and Half Yearly Report – Chief Personnel Officer
- 2.4 HR Policies and Procedures – Chief Personnel Officer
- 2.5 Workforce Development Plan – Progress Update – April-September 2006 – Chief Personnel Officer

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

None

**EXEMPT ITEMS**

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

**4. KEY DECISION**

None

**5. OTHER ITEMS REQUIRING DECISION**

- 5.1 Proposed Purchase of Property – Head of Procurement and Property Services (para 3)

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

4 December 2006



**Report of:** Chief Personnel Officer

**Subject:** CHRISTMAS AND NEW YEAR  
ARRANGEMENTS

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### SUMMARY

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

To obtain a decision on the closure of most of the main administrative buildings during the Christmas and New Year period in 2006/7

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

The report advises that in previous years, apart from 1999/2000 when the arrangements were a little different because of the Millennium arrangements, this Council had closed most of its administrative buildings for the period in between Christmas and New Year and employees have taken annual leave as appropriate. In 2004 Cabinet gave its support, in principle, to closure of the administrative buildings during the Christmas and New Year period every year, in line with past practice.

#### **3. RELEVANCE TO PORTFOLIO HOLDER**

Corporate significance

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

Non key decision

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

Portfolio Holder only.

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

To agree to the closure of the main administrative buildings between Christmas and New Year (27<sup>th</sup>, 28<sup>th</sup> and 29<sup>th</sup> December 2006) and associated arrangements.

**Report of:** Chief Personnel Services Officer

**Subject:** CHRISTMAS AND NEW YEAR  
ARRANGEMENTS

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## **1. PURPOSE OF REPORT**

- 1.1** To obtain a decision on the closure of most of the main administrative buildings during the Christmas and New Year period in 2005/6.

## **2. BACKGROUND**

- 2.1** In previous years, apart from 1999/2000 when the arrangements were a little different because of the Millennium arrangements, Hartlepool Borough Council has closed most of its main administrative buildings for the period in between Christmas and New Year and employees have taken three or four days annual leave, as appropriate. Arrangements have been made to accommodate any employees wishing to work on some or all of these days, if possible, and the arrangements have been discussed with local Trade Unions each year. Essential, emergency, on-call and some other services such as libraries etc are provided and publicised widely. Hartlepool Borough Council employees used to be allocated an extra three days leave for the closure but this has long since been added to the leave entitlement. Cabinet, at its meeting on 20 September 2004

- a) gave support, in principle, to the closure of the administrative buildings during the Christmas and New Year period every year, in line with past practice and
- b) agreed that leave arrangements at Christmas and New Year continue to form part of the on-going discussions with trade unions, regarding leave arrangements

## **3. PROPOSALS FOR 2005/6**

- 3.1** This year the Christmas and New Year holidays are as follows:

Christmas Day	Monday 25 December
Boxing Day	Tuesday 26 December
Normal working day	Wednesday 27 December
Normal working day	Thursday 28 December
Normal working day	Friday 29 December
Normal Saturday	Saturday 30 December
New Years Eve	Sunday 31 December
New Years Day	Monday 1 January 2007

Normal working day      Tuesday 2 January

- 3.2**      There will be three days between the Christmas and New Year bank holidays when the main administration buildings could be open and which could, therefore, be normal working days for employees in these buildings. If previous years practice were followed then most of the main administrative buildings would close on these days.

**4.      VIEWS OF THE TRADE UNIONS**

- 4.1**      Trade Unions are supportive of the closure of most of the main administrative buildings on a similar basis to previous years.

**5.      REVIEW OF LEAVE ARRANGEMENTS**

- 5.1**      Leave arrangements at Christmas and New Year form part of the ongoing discussions with the Trade Unions in respect of Pay and Grading/Single Status discussions.

**6.      CORPORATE MANAGEMENT TEAM'S VIEW**

- 6.1**      The Corporate Management Team is supportive of closure of most of the main administration buildings for 2006/7.

**7.      PUBLICITY ARRANGEMENTS**

- 7.1**      Assuming it is decided to close the main admin buildings again, it is proposed that a detailed press release be produced to give the public information in relation to the appropriate service access points during the closure period.

**8.      RECOMMENDATION**

- 7.1**      That most of the main administrative buildings be closed between Christmas 2006 and New Year 2007 (i.e. 27<sup>th</sup>, 28<sup>th</sup> and 29<sup>th</sup> December) with employees taking leave from their current leave entitlement, and that the usual essential, emergency, on-call and some other service (e.g. Libraries) arrangements apply and be publicised.
- 7.2**      The leave arrangement at Christmas and New Year continue to form part of the ongoing discussions with the Trade Unions regarding Pay and Grading/Single Status.
- 7.3**      That the closure arrangements be publicised widely.

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

4th December 2006



**Report of:** Chief Personnel Officer

**Subject:** DRAFT DISABILITY EQUALITY SCHEME  
(DES)

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### SUMMARY

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

To obtain the Portfolio Holder endorsement of the Draft Disability Equality Scheme associated action plan (as required by the Disability Discrimination Act 2005) and formal consultation proposals, and a determination as to whether the final scheme (following consultation) should be referred to Cabinet for formal approval.

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

The report provides details of the background information on the Disability Equality Scheme, the legal position, the Council's commitment and arrangements so far, the draft scheme with action plans and future options/recommendations for consideration.

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

Corporate Performance

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

This is not a key decision.

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

Portfolio Holder only.

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

Endorse the draft Disability Equality Scheme, associated action plan and proposed formal consultation and determine whether the final scheme (following consultation) should be referred to Cabinet for formal approval.

**Report of:** Chief Personnel Officer

**Subject:** DRAFT DISABILITY EQUALITY SCHEME  
(DES)

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**1. PURPOSE OF REPORT**

- 1.1 To obtain the Portfolio Holder endorsement of the Draft Disability Equality Scheme associated action plan (as required by the Disability Discrimination Act 2005) and formal consultation proposals, and a determination as to whether the final scheme (following consultation) should be referred to Cabinet for formal approval.

**2. BACKGROUND**

- 2.1 The Council's Corporate Race and Equality Scheme 2005-2008 sets out the planned approach to be taken in order to ensure that HBC is compliant with current equality and diversity legislation and the duties placed on public bodies as a result of this legislation.
- 2.2 The Corporate Race and Equality Scheme, when produced, included all relevant actions to be taken to comply with legislation at that time and made provision to respond to new legislation as necessary.
- 2.3 New legislation on disability has come into force via the Disability Discrimination Act 2005. The legislation places a general duty on public bodies to actively promote disability equality and eliminate unlawful discrimination. This new duty marks a significant shift in equality law and will require Councils and other public bodies to develop a proactive and positive approach to disability equality in all of their relevant functions, services, and activities.

**3. AN OUTLINE OF THE DUTY**

- 3.1 The general duty is supplemented by additional specific duties which require the Council to have due regard, when carrying out their functions to the following:
- Promoting equality of opportunity between people with disabilities and other people
  - Eliminating discrimination that is unlawful under the Disability Discrimination Act
  - Eliminating harassment of people with disabilities that is related to their disability
  - Promoting positive attitudes towards people with disabilities
  - Encouraging participation by people with disabilities in public life
  - Taking steps to meet people with disability needs, even if it requires more favourable treatment.

‘Due regard’ means that the Council is required to give due weight to the need to promote disability equality in proportion to its relevance.

#### **4. THE DISABILITY EQUALITY SCHEME**

4.1 A central requirement of the new duty is the publishing of a Disability Equality Scheme (DES) by 5<sup>th</sup> December 2006. In publishing such a scheme, the Council is required to

- Engage and involve people with disabilities from the community in the development of the scheme and action plan
- Gather and analyse information
- Explain how the impact on people with disabilities will be assessed
- Produce an action plan for the next 3 years
- Report on progress every year and review the scheme every 3 years

4.2 The Disability Equality Scheme (DES) will reflect on all policies, procedures and practices that impact on people with disabilities; this includes employees, service users and the wider community and will set about eliminating any potential barriers.

#### **5. COUNCIL’S APPROACH TO DEVELOPING THE SCHEME**

5.1 Consultation and engagement with stakeholders with a disability is key in identifying and prioritising action for inclusion in the scheme. With this in mind, a Disability Equality Working Group consisting of employees, service users, relevant community and voluntary groups such as Hartlepool Access Groups, All Ability Forum and others through HVDA was established to review the current Race & Diversity Scheme, Corporate Plan and Diversity Steering Group Action Plan and identify the gaps in respect of Disability.

5.2 The group was established reasonably quickly and CMT were asked to agree to release employees during working hours to attend meetings. The employees who have previously declared a disability were contacted individually in writing and asked for their involvement with the Scheme.

5.3 At an early stage, it was proposed that, as an interim measure, the Disability Equality Scheme be developed as an addendum to the Race and Diversity Scheme. The reasoning behind this was that the Race and Diversity Scheme made provision for future legislative requirements and that it would be inefficient and be a duplication of effort to produce a separate scheme at this stage, given that the Race and Diversity scheme is due to be reviewed in 2008. When the Race and Diversity scheme is reviewed, it will be extended to include the requirement to publish a Disability Equality Scheme as well as a

Gender Equality Scheme (which will be required in 2007 and where it is intended to follow a similar approach). It will be necessary to consult on the format of the scheme or schemes and the format will be determined at a later date.

- 5.4 Throughout the consultation and development of the Disability Equality Scheme, the All Ability Forum has pressed for a separate Disability Scheme. A combined equality scheme is within the guidance produced by the Disability Rights Commission and Disability Equality Codes of Practice. To be effective, a combined scheme has an overall approach outlined with different mechanisms for achieving improvements and specific actions and outcomes identified for each equality strand. As indicated above, the combined scheme approach has been developed as an interim measure and the format of each scheme will be reviewed in 2008 when all the Equality schemes need to be reviewed
- 5.5 The Disability Equality Working Group have been involved at all stages of the development of the scheme and action plan (Attached as Appendix A). The action plan is a combination of planned and new actions. The new actions will be integrated into the work of the Diversity Steering Group and 2007/8 service planning arrangements.

## **6. RECOMMENDATION**

- endorses the Draft Disability Equality Scheme and associated action plan
- endorses the formal consultation proposals and determines whether to refer the final scheme (following consultation) to Cabinet for formal approval



**Annex A**

**The Disability Equality Scheme**

**1. The introduction to the Scheme**

**Disability Equality Duty**

The Council is committed to pursuing disability equality in its capacity as an employer and service provider. The Council recognizes that the barriers faced by people with disabilities are often the result of the environmental factors rather than the individual's impairment or medical condition.

The Council aims to tackle disability discrimination in a practical way. It is committed to developing policies that actively promote opportunities and so prevent discrimination-taking place.

By law, the Council has a duty to actively promote disability equality.

Meeting this duty is not necessarily about changes to buildings or adjustments for individuals. It is, however all about mainstreaming equality for people with disabilities, into the culture of the Council in practical and demonstrated ways. This means considering people with disabilities and disability equality in everything from the outset, rather than focusing on individualised responses to specific people with disabilities.

**2. Involving people with disabilities (Engagement & Consultation)**

The Scheme has been developed and shaped from the outset by involving people with disabilities who appear to have an interest in the way the Council carries out its functions. People with disabilities, and groups representing people with disabilities, involved in developing the scheme includes current and potential service users, staff and the wider community. During the development of this scheme the full diversity of people with disabilities (in terms of the type of impairment and barriers people experience, as well as other equality issues such as ethnicity, age, gender, sexual orientation and religion or belief) has been taken into account.

**3. Impact assessments**

The Council has previously adopted methods for assessing the impact of its policies and practices and the likely impact on the proposed policies and procedures on equality for people with disabilities.

The Council has already implemented retrospective and predictive impact assessments via its Impact Needs Requirement Assessment (INRA) and a Diversity Impact Assessment (DIA) processes which feed into service planning arrangements and require clear objectives and targets to be set. The Council

has adopted the Equality Standard for Local Government, which includes Disability as one of the major strands and has complied with relevant legislation accordingly. The INRA process requires input from all departments about their functions and is consistent with Corporate Equality & Diversity policies. It looks at Consultation (who, when and how) and asks for any evidence of adverse impact, unmet needs or non-compliance with legislative requirements that have been identified. Any actions required to address such deficiencies are identified and included in service plans with clear objectives and targets. The potential impact of new policies and arrangements on people with disabilities is assessed via the DIA process. This enables any adverse impact of new policies and arrangements to be considered and addressed whilst they are being developed. The results of INRA's and DIA's are published annually in the Diversity report and actions in service plans are monitored on a regular basis.

#### **4. The action plan**

The action plan (Annex A) sets out key actions, which the Council will take to promote disability equality. The Race and Diversity Scheme 2005-2008 has a Corporate Equality Plan (CEP) along with Service Diversity Plans, which have incorporated Disability as a major strand. The CEP has four main themes:

- Leadership & Corporate Commitment
- Consultation, Development and Scrutiny
- Service Delivery and Customer Care
- Employment and Training

The action plan has taken into consideration and reflects the priorities of the people with disabilities and the outcomes are published annually in the Diversity report.

As mentioned with the Impact assessments, unmet needs are also incorporated as objectives in the service plans.

#### **5. Gathering information**

Currently the Council gathers information through the census, BVPI survey, Customer services, feedback from employees' surveys, analysis of complaints etc and consultation with people with disabilities and groups representing people with disabilities. In the information gathered relates to employment with the Council and access to buildings, services and information.

#### **6. Using the information gathered**

The information gathered is analysed and used to inform INRA's and DIA's, identify service plan priorities including policy development and addressing adverse impacts, unmet needs or non-compliance with legislative requirements

## **7. Implementing the Scheme**

The Race and Diversity Scheme has already been adopted by the Council and is being implemented. Any gaps in the Race and Diversity Scheme, which are identified through engagement and involvement of people with disabilities, will be incorporated in the scheme by way of an addendum. The Council maintains the same commitment to implementing this addendum as the initial Race & Diversity scheme.

## **8. Annual reporting**

The Council will on an annual basis publish a report containing a summary of

- The actions it has taken to fulfil its disability equality duty
- What the authority has done to eliminate disability discrimination and promote equality of opportunity
- Whether it is meeting its targets?
- Summary of INRA's and DIA's undertaken
- Planned actions
- 

The report will be incorporated into the Annual Diversity report and published to demonstrate the Council's commitment to making progress on equality for people with disabilities, and allow the Council's employees and the community to assess how successfully the Council is delivering disability equality.

## **9. The next version of the Disability Equality Scheme**

The next version of the DES will be reviewed in 2008 (and thereafter 3 yearly) along with the Race & Diversity Scheme of the Council.

## **10. Who should prepare the Scheme**

The DES has been prepared by the Diversity Steering Group (DSG) of the Council. The DSG is chaired by the Chief Personnel Services Officer, reports directly to the Corporate Management Team (CMT) and includes representatives from all departments of the Council. The scheme will be endorsed by the Executive of the Council and CMT. The Chief Personnel Services Officer will take overall responsibility for the Disability Equality Scheme and the DSG will be responsible for implementing the scheme and monitoring progress.

## **11. Publishing the Scheme.**

The Disability Equality Scheme will be published and made accessible to the whole community, along with the Race and Diversity Scheme.

**Corporate Disability Equality Scheme  
Corporate Disability Equality Plan 2006-2008**

**Appendix A**

<b>Action</b>	<b>Actions / Milestones</b>	<b>Responsible Officer/Group</b>	<b>Progress Reports</b>
<b>Publish draft Disability Scheme (including corporate disability action plans)</b>	<ul style="list-style-type: none"> <li>• Publish Disability Scheme including on intranet &amp; internet Dec 2006</li> </ul>	Chief Personnel Services Officer	
<b>Engage &amp; involve with disabled members, disabled employee representatives in developing the Scheme.</b>	<ul style="list-style-type: none"> <li>• Meetings with disabled forums and voluntary organizations</li> <li>• Meetings with disabled employees</li> </ul>		Ongoing dialogue with All Ability forum and disabled employees
<b>Demonstrate corporate engagement in an impact needs requirements assessment process</b>	<ul style="list-style-type: none"> <li>• INRA process and results published in Annual report June 2007</li> <li>• Diversity Impact assessment plans included in Diversity Scheme &amp; will be published in June 2007</li> </ul>	Diversity Steering Group CMT	
<b>Corporate structure for overseeing development of information &amp; monitoring systems</b>	<ul style="list-style-type: none"> <li>• Departmental working groups in place</li> <li>• Review HR monitoring system by Oct 2007</li> </ul>	Chief Personnel services Officer CMT Directors	Complete

<b>Ensure that draft Disability Scheme (including draft corporate disability action plan) have been circulated to designated groups and is published in a range of languages and formats</b>	<ul style="list-style-type: none"> <li>• Distribution Information contained in Diversity Scheme will be published in appropriate languages and formats on request.</li> <li>• Develop and timetable consultation for Disability Scheme</li> </ul>	DSG, CMT	Complete
<b>Review Disability content of the Community Strategy</b>	<ul style="list-style-type: none"> <li>• Disability content to be reviewed &amp; recommendations to be made in preparation for full review of Community strategy 2007</li> </ul>	DSG	Ongoing
<b>Each department &amp; service area to engage in consultation with designated community, staff and stakeholder groups on its impact needs requirements assessments &amp; its service delivery</b>	<ul style="list-style-type: none"> <li>• Develop ongoing consultation arrangements with groups representing the disabled, including possible charging arrangements and funding sources.</li> </ul>	Departmental Working Groups Corporate Consultation Group	Ongoing
<b>Information provided by the Council to be made accessible and to be provided in appropriate formats Council wide.</b>	<ul style="list-style-type: none"> <li>• Investigate options for ensuring information provided by those with the disability is available across the council. (Take into consideration Data Protection Act)</li> </ul>	Departmental working groups DSG	Ongoing

<b>To consider the service specific issues (Transport, Built Environment, Housing and Adult Education) raised by the All Ability Forum as part of the DES consultation and take action as appropriate (refer to Appendix C)</b>	<ul style="list-style-type: none"> <li>Investigate on the specific issues raised and incorporate into individual departmental service plans where appropriate.</li> </ul>	Departmental working groups DSG	
<b>To consider the corporate issues raised by the All Ability Forum as part of the DES consultation and take action as appropriate. (Refer to Appendix C)</b>	<ul style="list-style-type: none"> <li>Investigate on the specific issues raised and incorporate into Corporate plans where appropriate.</li> </ul>	DSG	
<b>Consider how to encourage participation by people with disabilities in public life</b>	Look at different ways and options in achieving this action	DSG	
<b>Publish Annually the Disability report within the Annual Diversity report</b>	<ul style="list-style-type: none"> <li>Publish in alternative formats</li> </ul>	DSG	
<b>Format of 2008 Corporate Equality Plan and Race, Disability and Gender Equality Schemes to be reviewed, consulted upon and determined</b>	<ul style="list-style-type: none"> <li>Consider alternative formats for the 2008 Corporate Equality Plan and Race, Disability and Gender Equality Schemes</li> </ul>	DSG	

**Implement other DSG actions with a disability aspect: See attached Action Plan (Appendix B)**

## Appendix B

**DSG Action Plan - to meet Level 3 of the Equality Standard for Local Government by 2007-08****Key:**

DSG Sub Group 1 = Peter Turner (Lead), Carol Davis, Andrew Hagon, Wally Stagg, Vijaya Kotur

DSG Sub Group 2 = Wally Stagg (Lead), Andrew Hagon, Julie Wilson, Vijaya Kotur, Les Nevin, Keith Lucas

DSG Sub Group 3 = Graham Frankland (Lead), Michelle Thubron, Keith Lucas, Les Nevin, Albert Williams

DSG Sub Group 4 = Margaret Hunt, (Lead), Christine Armstrong, Angela Read, Julie Wilson, Vijaya Kotur

DSG Sub Group 5 = Wally Stagg (Lead), Alastair Rae, Paul Diaz/Joan Chapman, Angela Read, Vijaya Kotur, Paula Bass

DSG Sub Group 6 = Joanne Smithson (Lead), Liz Crookston, Michelle Thubron, Wally Stagg, Vijaya Kotur

DSG Sub Group 7 = Vijaya Kotur (Lead), Carol Davis, Wally Stagg, Peter Turner, Margaret Hunt

DSG Sub Group 8 = Julie Wilson (Lead), Alastair Rae, Wally Stagg, Lucy Armstrong, Angela Read

DSG Sub Group 9 = Wally Stagg, Vijaya Kotur, Julie Wilson, Lucy Armstrong

DSG Sub Group 10 = Graham Frankland (Lead), Wally Stagg, Julie Wilson, Vijaya Kotur, Mic Bannister

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
<b>3.1 Leadership &amp; Corporate commitment</b>				
<b>3.1.1 Ensure all departments and services set targets based on equality objectives</b>	<ul style="list-style-type: none"> <li>Develop guidance on developing equality based targets</li> <li>Service plans contain equality based targets &amp; objectives</li> </ul>	<p>October 2006</p> <p>March 2007</p>	Peter Turner (Lead) + DSG Sub group 1	Arrangements agreed by CMT on Monday 6/11/06, stage of process commencing, includes inclusion of diversity objectives

<b>3.1.2 Establish corporate guidance for information gathering and equality monitoring</b>	<ul style="list-style-type: none"> <li>Corporate guidance in place</li> </ul>	October 2006	Peter Turner (Lead) + DSG Sub group 1 CMT	List of priority service areas identified. Next steps include establishing extent of monitoring already in place and final agreement on priority areas for monitoring.
<b>3.1.3 Seek agreement on equality targets with partners in local partnerships</b>	<ul style="list-style-type: none"> <li>Evidence of equality targets with partners available</li> </ul>	March 2008	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Awaiting clarification from Doug Feery
<b>3.1.4 Establish mechanisms for ensuring that equality targets are met by suppliers through contract management</b>	<ul style="list-style-type: none"> <li>Evidence of mechanisms in place</li> </ul>	March 2008	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Planned for 2007/8
<b>3.1.5 Ensure completion of equality action plans at departmental &amp; service level incorporating performance indicators</b>	<ul style="list-style-type: none"> <li>Evidence contained in Annual Diversity Reports</li> </ul>	March 2007	DSG Departmental Working Groups	Arrangements agreed by CMT on Monday 6/11/06, stage of process



				commencing, includes inclusion of diversity objectives. Quarterly reporting to PfH for departmental plans
<b>3.1.6 Adopt where appropriate national targets/performance indicators as prescribed by Govt. Departments &amp; the Audit Commission</b>	<ul style="list-style-type: none"> <li>Evidence of achievement of national targets &amp; performance indicators</li> </ul>	Oct 2006	Peter Turner (Lead) + DSG Sub group 1	Complete - National targets and performance indicators adopted and collected on annual basis
<b>3.1.7 Implement systems for reviewing and revising the CEP &amp; departmental action plans</b>	<ul style="list-style-type: none"> <li>Monitored by DSG on quarterly basis</li> <li>Revisions reported in Annual Diversity Plan</li> <li>Implement quarterly reporting system</li> </ul>	Sept 2006	DSG Departmental Working Groups	Complete
<b>3.1.8 Members &amp; senior officers to endorse plans as appropriate</b>	<ul style="list-style-type: none"> <li>Annual reports to portfolio holder</li> <li>Departmental action plans to go to DMTs and be minuted</li> </ul>	June 2006	DSG Departmental Working Groups	Complete
<b>3.1.9 Link action planning to Best Value processes</b>	<ul style="list-style-type: none"> <li>Evidence of links to Best Value process</li> </ul>	Oct 2006	Peter Turner (Lead) +DSG Sub Group 1	Arrangements agreed by CMT on Monday 6/11/06, stage of

				process commencing, includes inclusion of diversity objectives
<b>3.1.10 Ensure that action on targets has started</b>	<ul style="list-style-type: none"> <li>Monitored by DSG on quarterly basis</li> </ul>	March 2008	DSG Departmental Working Groups	Planned for 2007/8
<b>3.2 Consultation, Community Development and Scrutiny</b>				
<b>3.2.1 Make public all service level &amp; employment action objectives and targets that are available for consultation &amp; scrutiny</b>	<ul style="list-style-type: none"> <li>Included in consultation programme</li> <li>Reported in Annual Diversity Report</li> <li>INRAs to be planned into talking with communities consultation events</li> </ul>	March 2007	Liz Crookston (Lead) + Corporate Consultation group	
<b>3.2.2 Make provision of language services appropriate to designated consultation and scrutiny groups</b>		March 2007	Liz Crookston (Lead) + Corporate Consultation group	
<b>3.2.3 Completion of a full and systematic consultation process with designated community, staff &amp; stakeholder groups</b>	<ul style="list-style-type: none"> <li>Evidence of consultation processes with all stakeholder groups</li> <li>Extend Employee Survey</li> </ul>	March 2008	Liz Crookston (Lead) + Corporate Consultation group	
<b>3.2.4 Consult on involving designated community, staff &amp; stakeholders groups with</b>	<ul style="list-style-type: none"> <li>Evidence of consultation on involvement with scrutiny process</li> </ul>	March 2008	Liz Crookston (Lead)+ Corporate	

<b>scrutiny procedures</b>	<ul style="list-style-type: none"> <li>• Corporate/Service Plans go to Scrutiny</li> </ul>		Consultation group	
<b>3.2.5 Consultation equality to be linked with the continuing development of the Community Strategy</b>	<ul style="list-style-type: none"> <li>• To be included in review of community Strategy</li> <li>• Feedback on monitoring reports to community strategy partners</li> </ul>	March 2007  March 2008	Joanne Smithson, + DSG sub group 6	
<b>3.2.6 Publicise how, where and when action on targets will start</b>	<ul style="list-style-type: none"> <li>• To be included in annual diversity reports</li> <li>• Hartbeat</li> <li>• Press Release</li> </ul>	Oct 2007	Liz Crookston (Lead) + Corporate Consultation group	Delayed due to CPA preparation
<b>3.3 Service Delivery &amp; Customer Care</b>				
<b>3.3.1 Complete access to services element of the CEP and ensure consistency with the RES</b>	<ul style="list-style-type: none"> <li>• DIA programme</li> <li>• Review INRAs</li> <li>• Evidence of improved access to services</li> </ul>	March 2007	CMT Departmental Working Groups	Complete
<b>3.3.2 Equality objectives &amp; targets developed within each department/service</b>	<ul style="list-style-type: none"> <li>• Objectives &amp; targets in place</li> </ul>	March 2007	Directors Departmental Working Groups	See 3.1.1 and 3.1.2
<b>3.3.3 Service planning to specifically address the importance of barriers, accessibility and reasonable adjustments in the provision of services</b>	<ul style="list-style-type: none"> <li>• Evidence of service planning to address accessibility to issues</li> <li>• Access Strategy in place</li> </ul>	Dec 2006	Directors Departmental Working Groups	First draft of Access Strategy developed
<b>3.3.4 Allocation of appropriate</b>	<ul style="list-style-type: none"> <li>• Evidence of allocation of</li> </ul>	Annual	Directors	Complete

<b>resources to achieve targets</b>	<b>resources</b>	<b>budget process</b>	<b>Departmental Working Groups</b>	
<b>3.3.5 Establish structures of responsibility at departmental and service level to progress action plans</b>	<ul style="list-style-type: none"> <li>Departmental Working groups in place responsible for progressing departmental action plans</li> </ul>	In place	Directors Departmental Working Groups	Complete
<b>3.3.6 Set timetable within action plans for creating/adopting information &amp; monitoring within service areas</b>	<ul style="list-style-type: none"> <li>Guidance on data collected</li> <li>Action plans in place</li> </ul>	(refer to dept service plans)	Departmental working groups	First draft of improved service planning arrangements prepared
<b>3.3.7 For agencies delivering services on behalf of the authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination</b>	<ul style="list-style-type: none"> <li>Evidence of equality issues included in contracts</li> </ul>	March 2007	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Race related contract clauses being revised to reflect all equality strands
<b>3.3.8 Establish monitoring of contracts to secure equal employment and equal service delivery targets</b>	<ul style="list-style-type: none"> <li>Monitoring arrangements in place</li> </ul>	March 2008	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Planned for 2007/8
<b>3.3.9 Start action on departmental and service area</b>	<ul style="list-style-type: none"> <li></li> </ul>	November 2006	Departmental Working Groups	To be completed as part of 2007/8

<b>targets</b>				service planning process
<b>3.4 Employment &amp; Training</b>				
<b>3.4.1 Complete employment section of CEP &amp; ensure consistency with RES</b>	<ul style="list-style-type: none"> <li>Ensure employment section included in CEP is consistent with the RES</li> </ul>		Chief Personnel Services Officer	<b>Complete</b>
<b>3.4.2 Set employment equality targets for recruitment, staff retention &amp; workforce profiles</b>	<ul style="list-style-type: none"> <li>Set objective employment detailing equality targets for recruitment, training and retention</li> <li>Ensure targets are informed by LLMA &amp; workforce profile assessment</li> <li>Ensure family friendly policies are available to all employees</li> <li>Identify positive action recruitment schemes</li> </ul>	May 2007  May 2006  In Place  April 2007	Chief Personnel Services Officer	Targets set in respect of recruitment  Complete  Complete  Complete
<b>3.4.3 Conduct an equal pay review &amp; plan for equal pay adjustment</b>	<ul style="list-style-type: none"> <li>Undertake equal pay review linking with pay and grading structures</li> <li>Set plan to address pay inequalities identified</li> <li>Develop guidelines on starting pay, pay on promotion &amp; accessibility and reasonable adjustments in recruitment, retention and promotion</li> </ul>	March 2007  In place  March 2007	Chief Personnel Services Officer	Job Evaluation process and preparation form pay modelling nearing completion

	procedures as part of review of R&S policy			
<b>3.4.4 Ensure that staff and Members are aware of action plans and the implications for services and employment</b>	<ul style="list-style-type: none"> <li>• Circulate equal employment &amp; pay targets to all employees with detailed information</li> <li>• Report to Portfolio Holder</li> </ul>	June 2007	Chief Personnel Services Officer	Planned for 2007/8
<b>3.4.5 Provide training for managers on the implementation of the standard with contractors and partners</b>	<ul style="list-style-type: none"> <li>• Provide training for all managers on detailed implementation of equal action objectives and targets in relation to contracts/partnerships</li> </ul>	March 2007	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Planned for 2007/8
<b>3.4.6 Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning &amp; monitoring, consistent with the training arrangements set out in the RES</b>	<ul style="list-style-type: none"> <li>• Further develop equality training systems for all employees</li> <li>• Ensure all employees involved in recruitment are aware of equality action plan and its implications for employment practice</li> <li>• Ensure training is consistent with Diversity Scheme</li> <li>• Develop interview guidance for recruitment</li> </ul>	March 2007	Chief Personnel Services Officer	Planned for 2007/8
<b>3.4.7 Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and</b>	<ul style="list-style-type: none"> <li>• Ensure disciplinary procedures specify that they must be applied fairly to all employees &amp; include in review of</li> </ul>	March 2007	Chief Personnel Services Officer	Planned for 2007/8

<b>other developments</b>	discipline/attendance/capability procedures <ul style="list-style-type: none"> <li>• Ensure all breaches of equality &amp; harassment policy are dealt with under disciplinary procedures</li> </ul>			
<b>3.4.8 Build equality objectives and targets into management appraisal mechanisms</b>	<ul style="list-style-type: none"> <li>• Include in revised appraisal scheme</li> </ul>	March 2007	Chief Personnel Services Officer	Planned for 2007/8
<b>3.4.9 Provide information and appropriate training on action plans to support scrutiny process</b>	<ul style="list-style-type: none"> <li>• Ensure cabinet &amp; scrutiny members are aware of action plans and targets for employment and pay equality</li> <li>• Ensure information &amp; appropriate training on equality action plan is provided to support the scrutiny process</li> </ul>	March 2007	Chief Personnel Services Officer	Planned for 2007/8
<b>3.4.10 Establish a system of guidance, training on relevant equality issues to short listing panels and interviewers</b>	<ul style="list-style-type: none"> <li>• Included in corporate annual training plan</li> <li>• Develop equality guidance for shortlisting and interviewing that are consistent with Guidance from the equality &amp; human rights commission</li> <li>• Ensure system for training all members of shortlisting and interviewing panels is effective</li> </ul>	March 2007	Chief Personnel Services Officer	Planned for 2007/8

<b>3.4.11 Start actions on employment &amp; pay targets</b>	<ul style="list-style-type: none"> <li>Implement employment and pay action plan</li> </ul>	April 2007	Chief Personnel Services Officer	Planned for 2007/8
<b>Corporate Plan</b>				
<b>SC2 Develop the “Talking with Communities” consultation initiative</b>		Start April 2006	Vijaya Kotur (Lead), Liz Crookston	Complete
<b>SC 19 Develop and agree corporate access strategy and access to buildings, services and information policies/statements</b>	<ul style="list-style-type: none"> <li>Develop strategy</li> <li>Develop access to buildings policy</li> <li>Develop access to services policy</li> <li>Develop access to information policy including Website Accessibility, Key information to be available in different formats and languages, Internal information to be made available like translation services etc</li> </ul>	Dec 2006 Dec 2006 Dec 2006 Dec 2006	Strategy - DSG Sub Group 2 Access to Buildings – DSG Sub Group 3 Access to Services – DSG Group 4 Access to information DSG Sub Group 5	First Draft prepared First Draft prepared First Draft prepared First Draft prepared
<b>OD 69 Publish Annual Race &amp; Diversity Report</b>		June 2006	Vijaya Kotur Julie Wilson	Complete
<b>OD 70 Implement Diversity Steering Group Action Plan</b>		Start May'06	Diversity Steering Group	Complete



<b>General</b>				
<b>Processes</b>	Review and Simplify INRA and DIA process	Nov 2006	Vijaya Kotur (Lead) + DSG Sub Group 7	Second draft INRA process developed
<b>Awareness Raising</b>	<ul style="list-style-type: none"> <li>Articles, News line, Departmental Newsletter, Briefings</li> <li>Learning &amp; Awareness raising</li> <li>Raising the profile of Diversity to all Employees</li> </ul>	March 2007	Julie Wilson (Lead) + DSG Sub group 8	
<b>General</b>	<ul style="list-style-type: none"> <li>Clear Priority in every area of Diversity</li> <li>Looking at how we maximize the external resources available and working in partnerships</li> <li>Scrutinising impact and what difference it makes</li> <li>'Age' to be mainstreamed in equalities agenda</li> <li>Disability Equality Scheme</li> </ul>	March 2007	DSG Sub group 9	Complete First draft completed and is waiting to be approved by the Portfolio Holder in Nov and will be published on 4 <sup>th</sup> Dec 2006

## Appendix C

# Specific Issues raised by the All ability Forum through Engagement & Involvement

## TRANSPORT

### DIAL A RIDE

- Insufficient buses
- No designated drop off/pick up points
- Confusion regarding types of equipment
- Not open to all people with disabilities
- Unavailable, booking system unfair: Finishes too early
- Unable to go outside Hartlepool

### TAXIS

- Not accessible
- Drivers not trained in Disability awareness
- Insufficient: Used by Dial a Ride

### PARKING

- Too few disabled parking bays
- Problems of people parking across dropped kerbs
- Misuse of disabled parking bays
- Not big enough to accommodate larger accessible vehicles

### TRAFFIC LIGHTS

- Too many lights without sound

### BLUE BADGE

- Problems with distribution of badges
- People unaware of protocol in place for complaints/usage

### POLICIES NEEDED RELATING TO:

- Taxis
- Dial a Ride, Bus routes, Bus stops etc
- ACCESS – with regard to HBC buildings
- Public Toilets

## BUILT ENVIRONMENT

### PAVING

- Broken tactiles
- Tactiles identified as dangerous
- Not enough dropped kerbs

## **HOUSING**

- Insufficient adapted homes particularly, family homes
- Adaptations/Attention alerting devices needed

## **ADULT EDUCATION**

- Issues relating to access: One to One
- Information should be made available – different formats

## **CONSULTATION**

- No feedback given
- Involved at too late a stage
- Information not in suitable formats
- Not listened to
- Decisions already made

## **PROTOCOL TO BE CONSIDERED**

- Develop and agree a user involvement protocol and terms of reference
  1. Agree communication i.e. have structure timetables for meetings (formalise arrangements)
  2. Establish an equal partnership
  3. Have a disability champion
  4. Agree standard feedback measures
- Information & Advice, current services not sufficient e.g. (DIRS only a signposting agency)
- A full mapping exercise is needed on all groups and services
- Employment-more recruitment of people with disabilities
- Advocacy service needed
- Training needed on Individualised Budgets
- All information needs to be in user friendly language

## **Issues raised by the All Ability Forum sub group - Disability Equality Scheme**

- Insufficient input from People with disabilities-Not promoted widely enough-More time, Possibly a big event
- Separate Equality Scheme-not an addendum to Race and Diversity Scheme
- Develop and agree a user involvement protocol & terms of reference
- Agreement communication i.e. structured timetables with the All Ability Forum (HAG) (Formalise arrangements)

- Equal Partnerships and more representation
- Disability Champion(s) – Officer/Councillor
- Separate Diversity Officer for Disability
- Disability Equality Scheme and Action Plan (including drafts) to be in accessible formats, easy read English and accommodating people with learning disabilities
- Local transport policy
- Access to Civic centre and other HBC buildings
- Information/Advice needs to be available and in alternative formats
- Full Mapping exercise of all disability groups/services
- Employment recruitment
- Advocacy service
- Adult Education-identify learning/gaps specific to disability
- Training on individualised budgets
- Accessible toilets
- Housing adaptations

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

4th December 2006



**Report of:** Chief Personnel Officer

**Subject:** EMPLOYEE ATTENDANCE 2006/7 – SECOND  
QUARTER AND HALF YEARLY REPORT

---

### **SUMMARY**

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

To update the portfolio holder on the Council's performance, action taken in the second quarter of 2006/7 and future actions planned in relation to employee absence.

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

The report provides details of employee absence, action taken in the second quarter of 2006/7 and future actions planned.

#### **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:** EMPLOYEE ATTENDANCE 2006/7 – SECOND  
QUARTER AND HALF YEARLY REPORT

---

**1. PURPOSE OF REPORT**

- 1.1 To update the portfolio holder on the Council's performance, action taken in the second quarter of 2006/7 and future actions planned in relation to employee absence.

**2. BACKGROUND**

- 2.1 The extent to which employees are absent from work due to illness has a direct impact on the quality, level and cost of the provision of services. As such the Government has included BVPI12 – The number of working days/shifts lost due to sickness absence in its basket of Corporate Health Performance Indicators.

**3. THE COUNCIL'S PERFORMANCE IN THE SECOND QUARTER OF 2006/7**

- 3.1 When considering performance and particularly projected out-turn figures it is important to recognise that experience indicates that sickness levels are generally higher during the winter months compared to the summer months. The performance data for 2006/7 includes unweighted data (which does not reflect seasonal differences) and weighted data (which weights the current performance to reflect seasonal sickness patterns over the preceding two years).
- 3.2 During the second quarter of 2006/7 (i.e. July – September), the average (annual equivalent) days absence per FTE employee was 11.80 days (unweighted) and 15.63 days (weighted) compared to
- an annual target of 10.18 days
  - performance of 9.79 days (unweighted) and 11.82 days (weighted) during the second quarter of 2004/5
  - performance of 10.01 days (unweighted) and 10.69 days (weighted) during the second quarter of 2005/6

A more detailed breakdown, by department, is attached at Appendices A and B.

- 3.3 In the first six months of 2006/7 year (i.e. April – September), the average (annual equivalent) days absence per FTE employee was 12.06 days (unweighted) and 14.12 days (weighted) compared to

- an annual target of 10.18 days
- performance of 10.29 days (unweighted) and 11.61 days (weighted) during the first six months of 2004/5
- performance of 10.71 days (unweighted) and 12.34 days (weighted) during the first six months of 2005/6

A more detailed breakdown, by department, is attached at Appendices C and D.

3.4 Whilst the unweighted annual equivalent performance in the second quarter (11.80 days) is an improvement on the first quarter (12.25 days), the weighted annual equivalent performance has worsened (from 13.32 days to 15.63 days). When these figures are analysed further, no consistent trend can be identified and therefore it is not clear what is driving this. Regardless of whether the unweighted or weighted figures are used, it appears unlikely that the target of 10.18 days will be met. Traditionally sickness levels increase during the second half of the year, partly due to an increase in seasonal illnesses e.g. colds, flu etc and partly because school based employees work more weeks in the Autumn and Winter than they do in the Spring and Summer.

3.5 However, looking forward, it would appear that some of the hard work by departments and HR in addressing long term sickness is starting to produce results. During the period October 2006 to December 2006, it is anticipated that 24 non school employees will either return to work, resign, be granted ill health retirement or agree to leave the Council under a compromise agreement. Closure of these long term sickness cases is estimated to avoid 1927.45 days of sickness (equivalent to 0.58 days per FTE employee) up to the end of March 2007 (assuming that without the hard work, all would have continued to be on long term sickness until the end of March 2007). It is not statistically sound to simply deduct such 'avoided' sickness from predictions but clearly the effort put in will have an impact on performance.

A more detailed breakdown, by department, is attached at Appendices E.

#### **4. ACTIONS UNDERTAKEN IN THE SECOND QUARTER OF 2005/6**

4.1 A number of actions were undertaken during the second quarter of 2006/7 which are expected to help in achieving sickness targets in the future including

- Completion of some departmental stress health checks
- Focussed attention on addressing long and short term sickness
- Provision of departmental reports to Portfolio Holder

- Information regarding expiry of full and half sick pay provided to employees when on sickness absence
- Recruitment to the Sickness related project as part of the Leadership and Management Development Programme, including reviewing the feedback from managers briefing sessions, considering ways to prevent employee absence and improve the overall health of the workforce and providing solutions
- Continuation of the work of the Sickness Champions group
- Initial training, implementation and use of a sophisticated reporting tool (HR Analyser) to provide improved sickness information to managers
- Development and initial testing of a web based solution to enable schools to input sickness data into the Council's sickness database
- Launch of Leadership and Management Development Programme Phase 2 (including Attendance Management Module)

## **5. PLANNED FUTURE ACTIONS**

5.1 A number of actions are planned during the third quarter of 2006/7 which are expected to help in achieving sickness targets in the future including

- New Occupational Health Nurse provision
- Completion of all departmental stress health checks
- Trial of improved Occupational Health referral process
- Development of improved sickness reports via HR Analyser (sophisticated reporting tool)
- Implementation of web based sickness recording system for schools
- Continued focussed attention on addressing long and short term sickness
- All Council buildings and premises declared as 'Smoke free' by 31 December 2006
- Implementation of letters and booklet advising employees of their responsibilities and what to expect during long term sickness absence
- Tailored training programme for Adult and Community Services Department, focussing on breaking down old cultures and attitudes to the management of sickness absence.
- Launch of Leadership and Management Development Programme project in respect of sickness absence



**6. RECOMMENDATIONS**

- 6.1 That the employee absence in relation to absence in the second quarter and after six months of 2006/7, actions taken in the second quarter of 2006/7 and planned future actions be noted.

## Appendix A

**1. Annual Equivalent Performance During Second Quarter****a. Previous Year's Annual Equivalent Performance during second quarter (2004/5 and 2005/6)**

	Chief Executive	Education Dept	Schools	Regen. & Planning Services	Social Services	Com. Services	N'hood Services	Authority
<b>2004/5 (unweighted)</b>	14.53	12.00	7.37	8.56	13.49	12.73	11.97	<b>9.79 days</b>
<b>2004/5 (weighted)</b>	14.96	12.36	11.75	8.81	13.89	13.10	12.33	<b>11.82 days</b>

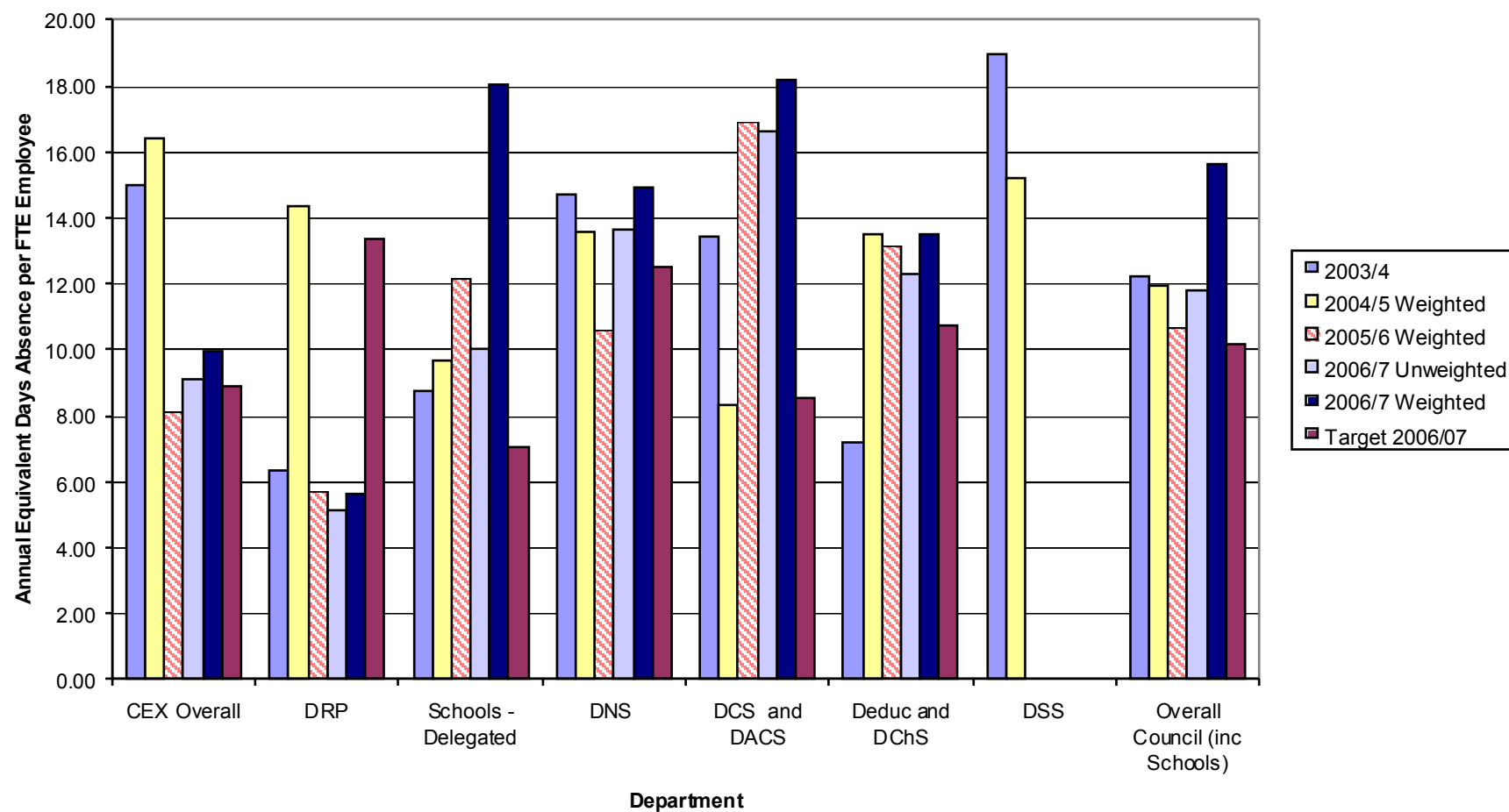
	Chief Executive	Children's Services	Schools	Regen. & Planning Services	Adult & Community Services	N'hood Services	Authority
<b>2005/6 (unweighted)</b>	7.98	12.95	7.23	5.59	16.66	10.47	<b>10.01 days</b>
<b>2005/6 (weighted)</b>	8.10	13.13	12.14	5.67	16.91	10.62	<b>10.69 days</b>

**b. Current Year's Annual Equivalent Performance during second quarter (2006/7)**

	Chief Executive	Children's Services	Schools	Regen. & Planning Services	Adult & Community Services	N'hood Services	Authority
Unweighted Performance in second quarter	9.08	12.33	10.02	5.12	16.63	13.67	11.80 days
Weighted Performance in second quarter	9.93	13.49	18.07	5.61	18.20	14.96	15.63 days
Target	8.89	12.50	8.52	7.08	13.37	10.77	10.18 days

## Appendix B

Annual Equivalent Performance During Second Quarter - July to September 2006



## Appendix C

**2. Annual Equivalent Performance after Six Months**
**a. Previous Year's Annual Equivalent Performance after six months (2004/5 and 2005/6)**

	Chief Executive's	Education Dept	Schools	Regen. & Planning Services	Social Services	Com. Services	N'hood Services	Authority
<b>2004/5 (unweighted)</b>	12.92	11.38	7.87	7.21	13.26	12.65	10.93	<b>10.29 days</b>
<b>2004/5 (weighted)</b>	14.59	12.84	8.88	8.13	14.97	14.28	12.33	<b>11.61 days</b>

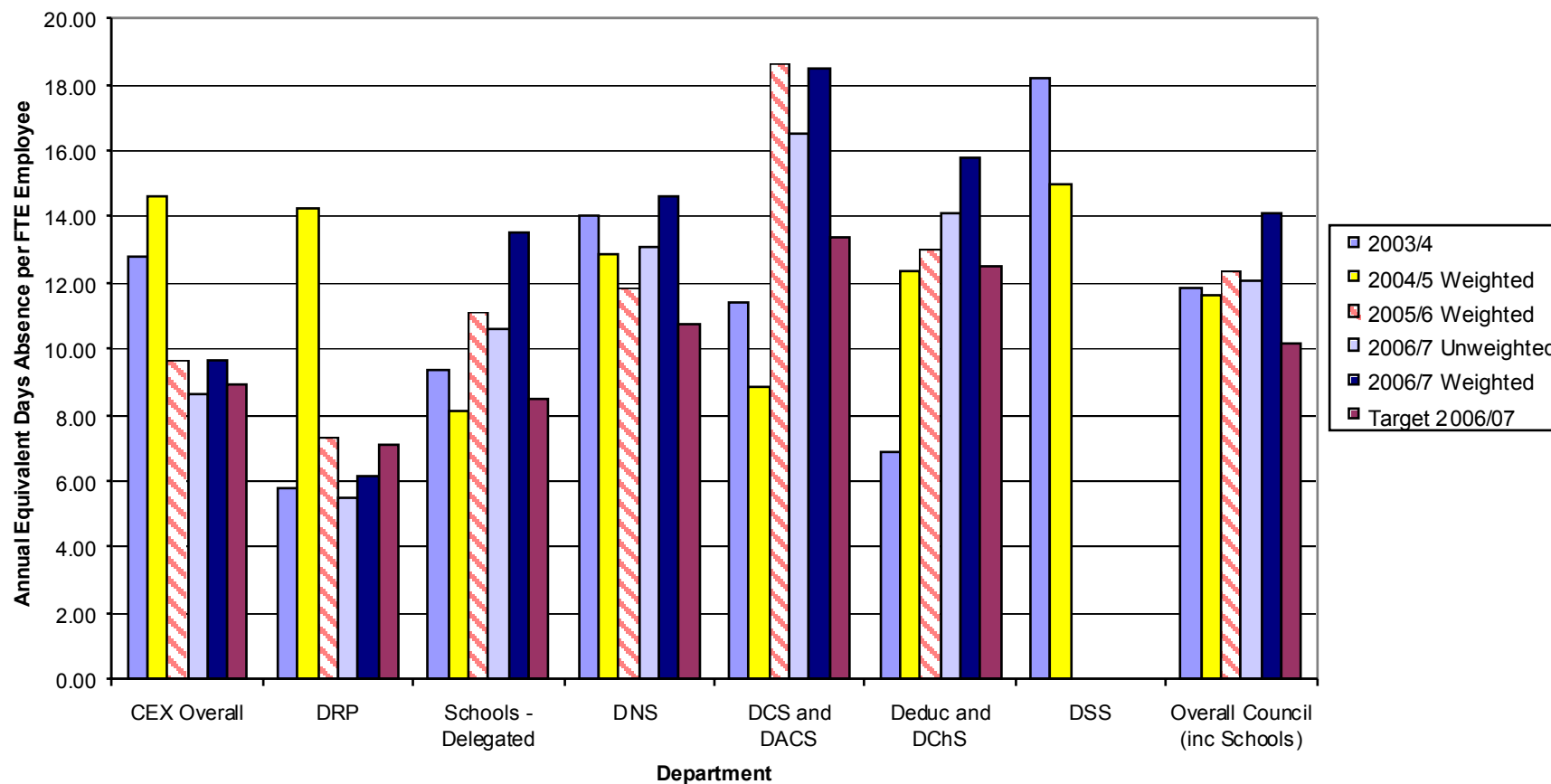
	Chief Executive's	Children's Services	Schools	Regen. & Planning Services	Adult & Community Services	N'hood Services	Authority
<b>2005/6 (unweighted)</b>	8.89	11.95	8.60	6.76	17.12	10.91	<b>10.71 days</b>
<b>2005/6 (weighted)</b>	9.67	13.00	11.13	7.35	18.62	11.87	<b>12.34 days</b>

**b. Current Year's Annual Equivalent Performance after six months (2006/7)**

	Chief Executive's	Children's Services	Schools	Regen. & Planning Services	Adult & Community Services	N'hood Services	Authority
Unweighted Performance in first six months of 2006/7	8.61	14.10	10.62	5.48	16.52	13.06	12.06 days
Weighted Performance in first six months of 2006/7	9.62	15.77	13.52	6.13	18.48	14.61	14.12 days
Target	8.89	12.50	8.52	7.08	13.37	10.77	10.18 days

## Appendix D

Annual Equivalent Performance After Six Months - April to September 2006



## Appendix E

**Impact of anticipated closure of long term sickness cases during October 2006 – December 2006**

	Chief Executive's	Children's Services	Schools	Regen. & Planning Services	Adult & Community Services	N'hood Services	Authority
<b>Estimated number of FTE sickness days avoided up to 31 March 2007 due to anticipated closure of long term sickness cases during Oct 06 – Dec 06</b>	235.00	315.6	N/A	110	824.80	572.05	<b>1927.45</b>
<b>No of employees whose long term sickness is expected to end during Oct 06 – Dec 06</b>	1	5	N/A	1	10	7	<b>24</b>
<b>Equivalent Sickness days per FTE (whole workforce) avoided up to 31 March 2007</b>	0.38	0.83	N/A	0.69	1.26	0.79	<b>0.58 days</b>



## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder  
4th December 2006



**Report of:** Chief Personnel Officer

**Subject:** HR POLICIES AND PROCEDURES

---

### SUMMARY

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

To obtain the Portfolio Holder's ratification of the Draft Support for Alcohol, Drugs and Substance Abuse Policy and Procedure agreed with the Hartlepool Joint Trade Union Committee

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

The report provides details of an agreement reached with the Hartlepool Joint Trade Union Committee regarding support to be provided to employees who abuse alcohol, drugs or other substances.

#### **3. RELEVANCE TO PORTFOLIO HOLDER**

Corporate significance

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

Non key decision

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

Portfolio Holder only.

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

To ratify the agreement with the Hartlepool Joint Trade Union Committee.

**Report of:** Chief Personnel Officer

**Subject:** HR POLICIES AND PROCEDURES

---

**1. PURPOSE OF REPORT**

- 1.1** To obtain the Portfolio Holder's ratification of the Draft Support for Alcohol, Drugs and Substance Abuse Policy and Procedure agreed with the Hartlepool Joint Trade Union Committee

**2. BACKGROUND**

- 2.1** It is recognised that some employees will have alcohol, drug and other substance abuse problems. As a caring employer, the Council has a responsibility to deal with such problems sympathetically, so that employees are fully supported whilst they become fully rehabilitated into the workplace.

- 2.2** At the same time, the Council and employees have health and safety responsibilities which may be summarised as follows

- a) The Council – to ensure, as far as is reasonably practicable, the health, safety and welfare of its employees
- b) Employees - to take reasonable care of the safety of themselves and of all others who may be affected by their acts or omissions at work

- 2.3** Clearly, a balance needs to be struck between the responsibilities outlined in 2.1 and 2.2 above and it is recognised that providing support to employees will not always be appropriate in isolation and action under other policies and procedures (discipline, capability, attendance management) may be necessary instead of, or as well as, providing support.

- 2.4** The Draft Support for Alcohol, Drugs and other Substance Abuse Policy and Procedure (Appendix 1) supports Strategic Aim number 4 (Promote Healthy Working) of the recently agreed People Strategy

**3. AGREEMENT WITH THE HARTLEPOOL JOINT TRADE UNION COMMITTEE**

- 3.1** The Draft Support for Alcohol, Drugs and other Substance Abuse Policy and Procedure has been developed and agreed with the Hartlepool Joint Trade Union Committee

- 3.2** The main features of the Draft Policy and Procedure are as follows

- Support will not be provided without commitment from the employee and may not be provided where the employee does not consent to testing
- Testing will be non-intrusive and will only be invoked where the employee agrees to this
- Action under other procedures (discipline, capability, attendance management) may be taken instead of, or as well as, support being provided
- Support will not be provided where employees have, use or intend to supply or allow work premises to be used for the use of, illegal drugs
- Appropriate safeguards are in place to protect employees seeking help
- The policy may be activated by
  - a) the employee requesting help
  - b) a manager or supervisor has reasonable grounds for suspecting an employee may be abusing alcohol, drugs or other substances
  - c) an employee is, or is suspected to be unfit for driving and/or non driving duties due to being under the influence of alcohol, drugs or other substances or
  - d) as a consequence of decisions made under the discipline, capability or attendance management procedures
- Support is also available to employees who are affected by others with alcohol, drugs or other substance abuse problems

#### **4. RECOMMENDATION**

- 4.1** That the Portfolio Holder ratify the agreement reached with the Hartlepool Joint Trade union Committee regarding the Draft Support for Alcohol, Drugs and other Substance Abuse Policy and Procedure for implementation on 1 December 2006

## HARTLEPOOL BOROUGH COUNCIL



# DRAFT SUPPORT FOR ALCOHOL, DRUGS AND SUBSTANCE ABUSE POLICY AND PROCEDURE

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## HUMAN RESOURCES DIVISION

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**Agreed ????**  
**Planned Review Date ???**

## DRAFT SUPPORT FOR ALCOHOL, DRUGS AND SUBSTANCE ABUSE POLICY AND PROCEDURE

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	<b>Appendix 7 – Diversity Impact Assessment</b> <a href="#">HYPERLINK</a>

## 1 Scope of the Policy and Procedure

1.1 This policy and procedure applies to all employees of Hartlepool Borough Council (except those employed in schools with delegated budgets which have their own policies and procedures).

1.2 Employees are eligible for support under this policy and procedure where they abuse or are suspected of abusing alcohol, drugs or other substances including

### a) At work

- Those who consume alcohol whilst at work
- Those who abuse prescription and “over the counter” drugs whilst at work

### b) Outside work

- those who, outside work, take drugs or substances or consume alcohol for some underlying reason such as drug or substance dependency or addiction, depression, alcoholism etc. where the employee's ongoing capability may be the issue, as in other cases of ill health and
- those employees who, outside work, take drugs and/or other substances or consume alcohol to excess on an occasional basis where conduct is the issue

1.3 Support under this policy and procedure is not available to employees who

- Have illegal drugs in their possession whilst at work
- Use illegal drugs whilst at work
- Have illegal drugs in their possession with an intention to supply, whilst at work
- Whilst at work, allow work premises to be used for the use of illegal drugs

In such circumstances, the police will be informed, the disciplinary procedure will be invoked in all cases and the employee will be entitled to receive support from the Employee Support Officer

## 2 Definitions

2.1 Alcohol abuse is defined as frequent and excessive consumption, which interferes with that person's health and/or job performance and/or which may place others at risk

2.2 Drug abuse is defined as the use of illegal and the misuse of prescription and 'over the counter' drugs which interferes with that person's health and/or job performance and/or which may place others at risk

2.3 Substance abuse is defined as the use of substances such as solvents, gases and glue other than for their recognised purpose which interferes with that person's health and/or job performance and/or which may place others at risk

2.4 Senior managers are those with responsibility for the delivery of the service and therefore would not include supervisors, team leaders, junior managers etc

## 3 Purpose/Aims

3.1 The purpose/aims of the policy and procedure are to provide a framework

- a) to ensure employees who recognise they have an alcohol, drug or other substance abuse problem are dealt with sympathetically and are supported whilst they become fully rehabilitated into the workplace
- b) to respond to alcohol, drug or other substance abuse issues which arise at work and

- c) to enable the Council and its employees to meet their health and safety obligations (see section 6 below [HYPERLINK](#))

#### 4 Context

- 4.1 This policy supports Strategic Goal number 4 of the Council's People Strategy [HYPERLINK](#).
- 4.2 The Corporate Employee Support Policy [HYPERLINK](#) is supported as specific support to address specific issues is more clearly defined.
- 4.3 The Corporate Attendance Management Policy [HYPERLINK](#), Corporate Attendance Management Procedure [HYPERLINK](#) and Corporate Managing Stress at Work Policy [HYPERLINK](#) are supported by this policy and procedure since they provide assistance to employees in addressing alcohol, drug and other substance abuse problems.
- 4.4 The Corporate Health and Safety Policy [HYPERLINK](#) is supported as guidance is provided on how to meet health and safety obligations whilst supporting employees.
- 4.5 The Corporate Disciplinary Procedure [HYPERLINK](#) and Corporate Capability Procedure [HYPERLINK](#) are supported as levels of unacceptable behaviour and/or actions at work are defined.
- 4.6 Furthermore, the interrelationship between the application of this policy and procedure and other procedures (Corporate Disciplinary procedure [HYPERLINK](#), Corporate Capability Procedure [HYPERLINK](#), and Corporate Attendance Management Procedure [HYPERLINK](#)) is defined
- 4.7 Where there are serious issues of conduct, capability, performance and attendance, these will need to be addressed under other policies and procedures. Nothing in this policy and procedure precludes any action being taken under any other policy or procedure whilst at the same time providing support under this policy and procedure.
- 4.8 The Council recognizes
  - that there is a growing national problem of alcohol, drugs and substance abuse.
  - such abuse is a major medical and social problem and can have profound occupational health implications throughout the workforce and
  - it is ideally placed to play an important role in helping its employees to overcome such abuse problems which may occur by providing a system of help, care and support to employees who abuse alcohol, drugs and/or other substances.

#### 5 Consultation undertaken

- 5.1 During the course of developing this policy the following have been consulted
  - a) Corporate Management Team,
  - b) Hartlepool Joint Trade Union Committee
  - c) North Tees and Hartlepool NHS Trust Occupational Health Unit

#### 6 Implementation

- 6.1 This policy will be implemented on ????

#### 7 Health and Safety Responsibilities

- 7.1 Hartlepool Borough Council recognises its duty to ensure, as far as is reasonably practicable, the health, safety and welfare of its employees and as such is concerned with any alcohol, drug or substance abuse or misuse which may affect:

- the health and safety of other employees, clients, service users or members of the public
- the employee's health and safety, work performance or attendance
- the Council's image to the public

7.2 Employees have a duty under health and safety legislation to co-operate with their employer on health and safety issues and not to put their own or other people's health and safety at risk. Employees must therefore ensure that they are not unfit for their duties at work as a result of being under the influence of alcohol, drugs or other substance (It should also be noted that employees driving to or from work, or during working hours whilst unfit to do so through either use of a substance or drugs, or consumption of alcohol, are committing a criminal offence and could be prosecuted).

## 8 Other responsibilities under the Policy and Procedure

8.1 Roles and Responsibilities under the policy and procedure are detailed in Appendix 1 [HYPERLINK](#) including a summary of which officers are responsible for specific actions

## 9 Safeguards

9.1 An employee shall not be disadvantaged unduly by the application of this policy and procedure and the following safeguards shall apply

- An employee's job security and promotion prospects will not be jeopardised by making a request for help or treatment, although it is recognised that it may not always be possible for an employee to continue in their current role whilst rehabilitation takes place.
- The focus of management concern shall be restricted to the issue of job performance, individual wellbeing at work, the employees lifestyle insofar as it impacts upon work, the health and safety of others (including other employees and members of the public) and of maintaining the integrity of the Council.
- An employee with an alcohol, drug or substance abuse problem will receive the same consideration and support which Hartlepool Borough Council extends to employees having any form of illness.
- An employee may be accompanied by a trade union official or colleague from work at any meetings arranged under this policy and procedure
- All dealings with employees will be conducted with respect for confidentiality.
- Substance, drug and alcohol testing will only be invoked in accordance with section 11 [HYPERLINK](#)
- Referrals to occupational health will follow the same process and arrangements as for all other occupational health referrals

Any breaches of the safeguards should be addressed via the Council's Grievance Procedure ([Hyperlink](#))

## 10 Activating Support under the Policy and Procedure

10.1 This policy and procedure may be activated in one or more of the following circumstances

- The employee voluntarily requests assistance and support



- A manager or supervisor has reasonable grounds for suspecting, either directly or as a result of a complaint/notification from a third party that an employee may be abusing alcohol, drugs or other substances
- An employee is, or is suspected to be, unfit for driving duties (from a legal and health and safety perspective) and/or non-driving duties (from a health and safety perspective) as a result of being under the influence of alcohol, drugs or other substances whilst at work.
- Relevant guidance is issued to an employee at the informal or formal stages of the corporate disciplinary (Hyperlink), capability (Hyperlink) and/or attendance management (Hyperlink) procedures.
- A decision is mitigated at the formal stages of the corporate disciplinary (Hyperlink), capability (Hyperlink) and/or attendance management (Hyperlink) procedures by the agreement of the employee to seek assistance and support

Early activation of the policy and procedure is encouraged as the sooner support and assistance is provided, the greater chance of it being accepted.

10.2 An initial exploratory meeting will be convened involving a senior departmental manager, a representative from personnel, the employee and his/her trade union representative or colleague from work. The purpose of the meeting will be to

- a) make an initial assessment and ascertain facts
- b) advise the employee
  - that they do not have to accept support under the policy and procedure, although failure to do so may have implications in terms of the application of other procedures
  - of the sort of assistance and support which may be provided
  - of what may be required of them, both now and in the future, in order for support and assistance to be provided and continue to be provided
  - of what action under other procedures may need to be taken, either now or in the future
  - that general support, via the Employee Support Officer, will continue to be available to the employee, regardless of how they wish to proceed
- c) determine the employee's commitment to help themselves and co-operate with any requirements the Council may impose as conditions for providing support
- d) ensure all concerned recognise the path to full rehabilitation may not always be smooth, that there may be occasions when an employee lapses and that this does not necessarily mean that all support will be withdrawn (although the employee's response to any lapse will be a significant factor in deciding whether to withdraw support)
- e) provide the employee with the opportunity
  - to clarify any aspect of the process and, if appropriate,
  - to provide further information (for example in respect of a medical condition which may be relevant).

A checklist of what might be covered in the initial meeting is attached as Appendix 2 [HYPERLINK](#)

10.3 In the event that there appears to be commitment from the employee or the employee provides further information in respect of a medical condition, which may be relevant, he/she shall be referred to Occupational Health so that both the Council and employee can be provided with appropriate medical advice, including whether the employee is fit to attend work (see section 13 [HYPERLINK](#)). In some circumstances (in accordance with Section 11 [HYPERLINK](#)) it may also be appropriate to refer the employee for drug, substance or alcohol testing.

10.4 A further meeting involving a senior departmental manager, a representative from personnel, the employee and his/her trade union representative or colleague from work will be arranged once all relevant information is available. The purpose of this meeting will be to determine whether

- support can be offered under this policy and procedure, and if so, on what terms (including whether drug, substance or alcohol testing is a pre-condition of any support being provided) and/or
- action is to be invoked under other procedures

A checklist for the terms of support is attached at Appendix 3 [HYPERLINK](#)

10.5 Progress shall be regularly monitored (at least once per quarter) at a meeting involving a senior departmental manager, a representative from personnel, the employee and his/her trade union representative or colleague from work. The purpose of this meeting will be to

- review progress made and level of co-operation since the previous meeting, including any lapses, the response to any lapses, the results of any drug, substance or alcohol tests (if appropriate) and any further medical advice received
- consider progress and level of co-operation throughout the period support is being provided
- determine the on-going commitment by the employee to help himself/herself
- determine whether it is appropriate to continue to provide support and if so, whether the level of support and/or conditions (including in respect of drug, substance or alcohol testing) associated with providing the support need amending
- determine whether additional medical advice is needed

10.6 In the event of a significant occurrence (for example a major lapse, an accident at work, failing a test – if appropriate etc) it may be necessary to convene a special meeting involving a senior departmental manager, a representative from personnel, the employee and his/her trade union representative or colleague from work. The purpose of the meeting will be to

- consider the particular circumstances of the significant occurrence
- review progress made and level of co-operation since the previous meeting, including any lapses, the response to any lapses, the results of any tests (if appropriate) and any further medical advice received
- consider progress and level of co-operation throughout the period support is being provided
- determine the on-going commitment by the employee
- determine whether it is appropriate to continue to provide support and if so, whether the level of support and/or conditions (including in respect of drug, substance or alcohol testing) associated with providing the support need amending
- determine whether additional medical advice is needed

## 11 Substance, Drug and Alcohol Abuse Testing

11.1 Substance, drug and alcohol abuse testing will only be invoked where the employee agrees and there is a specific cause for concern for example

- in relation to a particular incident or accident or
- where consideration is being given to invoking the Disciplinary, Attendance Management or Capability Procedures following abnormal behaviour (possible indicators are outlined in Appendix 4 [HYPERLINK](#)) or
- on the advice of the Council's Occupational Health Service provider or
- where a senior manager of the Council suspects an employee is over the legal alcohol limit or is putting their own or other people's health and safety at risk

Unsatisfactory performance or attendance alone will not be deemed to be a specific cause for concern that will lead to testing. Inappropriate use of testing may result in the Corporate Disciplinary Procedure ([hyperlink](#)) being invoked

11.2 In some circumstances, it may not be possible to agree a support package which does not include the possibility of substance testing.

- 11.3 Where testing is agreed as part of a support package, it will only be activated for good reason, for example
- the employee is suspected by management (in consideration of medical advice if appropriate) of failing to comply with any conditions agreed as part of the support package (e.g. not drinking alcohol at lunchtime) or
  - any of the reasons outlined in 11.1 above [HYPERLINK](#)
- 11.4 Substance, drug and alcohol testing will be non-intrusive (i.e. swab/urine/hair sample or “breathalyzer” rather than blood sample). Substance and drug testing will be undertaken by a recognized and accredited independent body and a report interpreting the results will be submitted to the Council with a copy to the individual. The accredited independent testing body will be responsible for ensuring that testing is undertaken in accordance with best practice guidelines. Where the presence of alcohol is being tested by the use of a “breathalyzer”, the results will be based on a simple visual examination of the crystals by a senior manager and at least one witness.
- 11.5 Where the results of testing indicate an employee would be committing an offence if permitted to drive, he/she shall not be permitted to drive any motorised vehicle or use machinery at work or on work premises (and encouraged not to drive or ride a bicycle to and from work) until such time as further testing indicates he/she is within legal limits. Normally alternative duties shall be found for the employee although in exceptional circumstances (e.g. where the employee is totally incapable of working safely), arrangements must be made by management to remove the employees from work and to ensure, as far as possible, that the employee reaches home safely.
- 11.6 In the event that an employee refuses to take a test (depending upon the reasons given for refusal), one or more of the following could apply
- If the employee is considered likely to commit an offence if permitted to drive, he/she shall not be permitted to drive any motorised vehicle or use machinery at work or on work premises (and encouraged not to drive or ride a bicycle to and from work) until the following day
  - Consideration, along with all other relevant facts, will be given to whether support under this policy can continue to be provided
  - If the Disciplinary, Attendance Management or Capability Procedures are invoked, the refusal to take the test (and reasons given for refusal) will be considered alongside all other relevant information
  - No action taken
- 11.7 The Corporate Disciplinary Procedure ([Hyperlink](#)) shall be invoked whenever an employee fails substance, drug and alcohol testing at work, other than as a result of taking prescribed drugs in accordance with medical advice.
- 12 Support available under the Policy and Procedure
- 12.1 In addition to support which may be provided by the employee’s GP, the Council may provide support as follows
- Access to the Employee Support Officer, including confidential referral to the Council’s Occupational Health Advisor for medical advice (with no report being submitted to the Council)
  - Arranging for the provision of General Counselling
  - Provision of information in relation to Specialist counselling (see Appendix 5 [HYPERLINK](#) for details of Support agencies within Hartlepool/Tees Valley area)
  - Special leave in accordance with conditions of service to enable employees to source and attend approved general and specialist Counselling during working hours

- Funding treatment where a senior departmental manager agrees this would be beneficial and cost effective in rehabilitating the employee into the workforce
  - Meeting any income tax or national insurance liability arising from provision of any of the above
- 13 Decisions about the Employee Attending Work and Application of the Council's Sick Pay scheme
- 13.1 In all instances it will be necessary to consider whether the employee should be permitted to attend or continue attending work (and how the Council's Sick Pay scheme applies). Options include
- Where the Council's Occupational Health Service Advisor advises that the employee is fit to attend work and the employee attends work, the situation will be kept under close and constant review.
  - Where the Council's Occupational Health Advisor advises that the employee is not fit to attend work and the employee does not attend work, the employee shall be required to submit a self certification certificate or a doctor's statement to cover any periods of absence. Providing there is sick note coverage, the employee will receive sick pay in accordance with the Council's Sick Pay scheme. The employee shall not be permitted to return to work until the employee's GP has provided a fitness for work certificate and the Council's Occupational Health Advisor has confirmed that the employee is fit to return to work.
  - Where the Council's Occupational Health Advisor advises that the employee is fit to attend work, the employee does not attend work and the employee's GP continues to provide the employee with a doctor's statement to cover any periods of absence, the employee shall be advised of this and be referred to the Council's Occupational Health Physician for final determination as to whether the employee is fit/unfit for work. Until the matter is determined, the employee will be recorded as being on sickness leave and, providing there is sick note coverage, receive sick pay in accordance with the Council's Sick Pay scheme.
  - Where the Occupational Health Physician determines the employee is fit to attend work, the employee and his/her GP shall be advised of this and the situation kept under close and constant review. Any absence shall be dealt with under the Council's Attendance Management Procedure (Hyperlink).
- 13.2 Sick pay (where appropriate) may be suspended by the appropriate Chief Officer, in conjunction with the Chief Personnel Services Officer, where an employee
- unreasonably fails to pursue the offer of support or
  - unreasonably fails to complete any agreed programme of rehabilitation or
  - unreasonably refuses consent to testing as part of an agreed programme of support or
  - unreasonably refuses consent to obtaining a medical report.
  - fails to return to work after the Council's Occupational Health Physician certifies that the employee is fit to return to work
- 14 Side effects from adhering to support programmes
- 14.1 It is recognized that employees adhering to support programmes which are designed to break the 'dependency' link, may suffer serious side effects (e.g. 'cold turkey'). This is a common occurrence and the employee will need the same level of support during such periods as is provided at other times.
- 15 Employees affected by others with Alcohol, drug or other substance abuse problems
- 15.1 It is recognised that employees who are affected by others with alcohol, drug or other substance abuse problems, either at work or in their private lives may need support. Whilst it is not appropriate to provide the full extent of the support available under this

policy to employees who find themselves in this situation, it is possible to provide some support. The Council's Employee Support Officer will be available to provide support and encouragement and help signpost the employee to any specialist assistance or counselling required. The Council may provide general counselling and in these circumstances will meet, on behalf of the employee, any income tax and national insurance liability arising from its provision

16 Employee Awareness and Training

- 16.1 Appropriate training will be provided to managers and supervisors. General awareness sessions will be made available to all employees. The standards expected regarding alcohol, drug and substance abuse will be included in induction for new employees.

17 Confidential Medical Advice

- 17.1 Employees may, (without necessarily seeking support under this policy and procedure) obtain confidential medical advice from
- the Council's Provider of Occupational Health Services during working hours providing they have received permission from their line manager, a senior departmental manager, HR DMT member, Principal HR Officer (Employee Wellbeing) or the Employee Support Officer or
  - from their own GP as a private matter

18 Diversity Impact Assessment

- 18.1 The results of the Diversity Impact Assessment undertaken in respect of this policy and procedure are attached at Appendix 6. [HYPERLINK](#)

19 Monitoring and Review

- 19.1 An initial review of the effectiveness of this policy will be undertaken 6 months after the date of implementation and thereafter will be continually monitored.
- 19.2 The policy will be programmed for review 3 years after the date of implementation

## Appendix 1

**Roles and Responsibilities**

## a) General

The Chief Personnel Services Officer has overall responsibility for the implementation, and monitoring the effectiveness of, the policy and procedure and is specifically responsible for

- ensuring the delivery of appropriate training
- provision, and analysis, of sickness absence and accident data.

Managers and Supervisors are responsible for

- ensuring that employees are aware of the policy and procedure and what is expected of them
- recognising problems which may arise due to alcohol, drug or substance abuse
- informing employees about the policy and procedure
- investigating accidents, incidents and near misses
- monitoring and managing attendance and performance
- ensuring employees receive the necessary training and
- discussing health related concerns at appraisals

Employees are

- encouraged to persuade colleagues to seek appropriate help/advice (and not covering up for) where they believe that the colleague has an alcohol, drug or substance related problems
- responsible for taking reasonable care of themselves and others who could be affected by what they do at work
- encouraged to seek help voluntarily at the earliest opportunity, if they believe they may have an alcohol, drugs or substance related problem (by contacting, in the strictest confidence either their line manager, HR, the Employee Support Officer, their Trade Union, the Council's Occupational Health Service provider or a specialist outside agency).
- encouraged to obtain advice from their GP if they believe they may have an alcohol, drugs or substance related problem, on the likely effects of any prescribed medication and whether it is likely to affect his/her judgement and/ or behaviour whilst at work and raising any concerns with their line manager (advice may also be sought from the Council's Occupational Health Service provider).

The Employee Support Officer is responsible for

- providing confidential support and advice to employees with an alcohol, drugs or substance related problem or those working alongside such employees
- outlining the support and assistance which may be given to employees
- arranging referral for specialist assessment and treatment (where this is agreed as part of the support to be given)
- signposting to specialist agencies and providing additional support and encouragement if the employee refers themselves to a specialist agency.

Trade Unions/Staff Organisations are available to

- assist in implementing and operating the policy and procedure
- inform employees about the policy and procedure
- encourage employees who may have alcohol, drug or substance related problems to seek help voluntarily.
- advise their members of their rights and responsibilities under the policy and procedure
- support members at all stages of the policy and procedure

HR are responsible for

- providing advice and assistance to managers and employees on the policy and procedure
- referring employees staff for appropriate support.

The Council's Occupational Health Service provider is responsible for

- providing impartial and confidential advice and guidance to employees on referral
- providing reports to management detailing a prognosis and measures to assist with the employee's recovery and rehabilitation, where the employee has given written permission for this, or where this has been agreed as a condition of support being provided
- providing general assistance and guidance to managers and employees.

b) specific actions

Paragraph	Responsible for action
10.2 – 10.6	Senior Departmental Manager
11.1	Senior Departmental Manager
11.5	Senior Departmental Manager/Manager
11.6	Senior Departmental Manager
12.1	Senior Departmental Manager
13.1 – 13.2	Senior Departmental Manager
16.1	HR Manager
19.1 – 19.2	Chief Personnel Services Officer

## Appendix 2

**Checklist for Initial Meeting**

- a) ensure all involved understand reason for meeting
- b) outline that support is available under the policy and procedure but commitment/action is needed from the employee for the support to continue
- c) ensure employee understands that the provision of support does not preclude other action being taken under different procedures
- d) make an initial assessment and ascertain facts
- e) advise the employee
  - of the Council's and their own health and safety obligations
  - referral to Occupational Health for information/advice to the Council and employee
  - testing and what this might involve
  - that they do not have to accept support under the policy and procedure, although failure to do so may have implications in terms of the application of other procedures
  - of the safeguards if they seek help
  - of the sort of assistance and support which may be provided
  - of what may be required of them, both now and in the future, in order for support and assistance to be provided and continue to be provided
  - of what action under other procedures may need to be taken, either now or in the future
  - monitoring arrangements
  - attendance at work and sick pay arrangements
  - that general support, via the Employee Support Officer, will continue to be available to the employee, regardless of how they wish to proceed
  - what happens next
- f) determine the employees commitment to help themselves and co-operate with any requirements the Council may impose as conditions for providing support
- g) ensure all concerned recognise the path to full rehabilitation may not always be smooth, that there may be occasions when an employee lapses and that this does not necessarily mean that all support will be withdrawn (although the employees response to any lapse will be a significant factor in deciding whether to withdraw support)
- h) provide the employee with the opportunity
  - to clarify any aspect of the process and, if appropriate,
  - to provide further information (for example in respect of a medical condition which may be relevant).



**Appendix 3**

**Checklist for terms of support now and in the future**

- a) Employee recognising that he/she needs support
- b) Commitment shown by employee to take action to help him/herself
- c) Agreement by employee to attend Occupational Health (and actual attendance)
- d) Agreement by employee to co-operate with testing arrangements (and actual co-operation)
- e) Advice from Occupational Health that there is no underlying medical condition
- f) Evidence that the employee is taking action e.g. self-referral to, and ongoing attendance at, specialist support agencies

**Appendix 4**

**Possible Indicators of Abnormal Behaviour**

The following characteristics may indicate abnormal behaviour in respect of paragraph 11.1

- Unexplained deterioration in job performance
- Sporadic lateness and absenteeism
- Unreliability
- Deterioration in personal presentation
- Poor relations with colleagues
- Impaired concentration, memory or judgement
- Increased number of errors/accidents
- Irrational behaviour
- Accidents at work
- Visibly appearing under the influence of alcohol, drugs or other substances, unless the employee is known to have a pre-existing medical condition which has similar characteristics

List of Support Agencies within Hartlepool/Tees Valley area

Agency	Contact details
Developing Initiatives Supporting Communities	HOT, Outreach Team, Community Drug Centre, Whitby Street, Hartlepool, TS24 7AB Tel no 01429 854063, Fax 01429 890346, e-mail hot@disc- vol.org.uk
Hartlepool Community Drugs Centre	Hartlepool Community Drug Centre, Whitby Street, Hartlepool, TS24 7AB, Tel no 01429 285000, Fax 01429 285001
Hartlepool Mobile Needle Exchange	Owton Manor Community Centre, Wynyard Road, Hartlepool TS25 3LQ, Tel no 07734 883730, e- mail Hartlepool.mne@addiction.org.uk
B76 Barnados Young Peoples Project	Tel no 01429 424222
Substance Misuse and Addictive Behaviour Counselling and Advice Centre	The Albert Centre, 3 Albert Terrace, Middlesbrough, TS1 3PA. Tel no 01642 213278, Fax 01642 213278
Connect 2 progress 2 work	Suite 2, Marlborough House, 30-32 Yarm Road, Stockton, TS18 3NG Tel no 01642 615846

**DIVERSITY IMPACT ASSESSMENT**  
**UNDERTAKEN IN RESPECT OF THE SUPPORT FOR**  
**ALCOHOL, DRUGS AND SUBSTANCE ABUSE POLICY AND**  
**PROCEDURE**

Strategy, policy, procedure or function being assessed	SUPPORT FOR ALCOHOL, DRUGS AND SUBSTANCE ABUSE POLICY AND PROCEDURE
Responsible Officer:	W Stagg
Start Date:	2003
Finish Date:	Autum n 2006
Date Forwarded to Diversity Officer:	September 2006

Is Diversity Impact Assessment Required?	YES	NO
If yes please complete this form	<input checked="" type="checkbox"/>	
If no please give reasons below		

Process	Action Taken (Put 'x' in appropriate boxes)	YES	NO
Available data and research considered	Current w ork force data used	<input checked="" type="checkbox"/>	
	BVPI Data Used	<input checked="" type="checkbox"/>	
	Other Used (Give Details)		<input checked="" type="checkbox"/>

Process	Action Taken (Put 'x' in appropriate boxes)	YES	NO
<b>Assessment of any differential impact on employees</b>  Will any group be affected differently by the policy?	<b>Employee Groups</b>		
	Male		<input checked="" type="checkbox"/>
	Female		<input checked="" type="checkbox"/>
	Ethnic minority background		<input checked="" type="checkbox"/>
	Disabled		<input checked="" type="checkbox"/>
	Religious background		<input checked="" type="checkbox"/>
	Sexual orientation issues		<input checked="" type="checkbox"/>
	Age		<input checked="" type="checkbox"/>
	Part-time		<input checked="" type="checkbox"/>
	Term-time		<input checked="" type="checkbox"/>
	Full-time		<input checked="" type="checkbox"/>
	Married		<input checked="" type="checkbox"/>
	Single		<input checked="" type="checkbox"/>
	Other (give details)		
<b>Details of any adverse impact on any employee group(s)</b>  If any yes boxes have been ticked above, how is this group being adversely affected?	<b>Give Details</b>		
<b>Measures that might mitigate any adverse impact or alternative policies (is it lawful to affect that group differently, if not how has this issue been resolved)</b>	<b>Give Details</b>		

Process	Action Taken (Put 'x' in appropriate boxes)		
<b>Consultation Process</b>	<b>Groups and Individual to be consulted:</b>	<b>INITIAL</b>	<b>FINAL</b>
	Senior HR staff	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Development and Diversity Section		
	CMT	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Staff Consultation Group Representatives		
	HJTUC	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Equality in Employment Group Representatives		
	Community Groups Representatives		
	Other (give details) North Tees and Hartlepool NHS Trust		
	<b>Consultation Methods to be used (give details)</b> CMT/Senior HR staff - Written consultation HJTUC – Via Single Table Group North Tees and Hartlepool NHS Trust - Written consultation		
<b>Policy/function agreed by</b>	<b>Diversity Impact Assessment to be considered by:</b>	<b>YES</b>	<b>NO</b>
	Chief Personnel Services Officer	<input checked="" type="checkbox"/>	
	Senior Personnel Staff	<input checked="" type="checkbox"/>	
	HJTUC	<input checked="" type="checkbox"/>	
	Portfolio Holder	<input checked="" type="checkbox"/>	
	Elected Members		<input checked="" type="checkbox"/>
	Other (give details)		
	<b>Where is decision making process to be recorded:</b>	<b>YES</b>	<b>NO</b>
	Notes of Single Table Group Meeting	<input checked="" type="checkbox"/>	
	Minutes of Performance Management Portfolio Holder Meeting	<input checked="" type="checkbox"/>	

	CMT minutes	<input checked="" type="checkbox"/>	
	Other (give details)		<input checked="" type="checkbox"/>

Publishing Arrangements	Media to be used:	YES	NO
	Intranet	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Internet	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Copy to Directors	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Copy to Key Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Notice Boards	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Induction Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Leaflet Produced	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Internal Report	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Report available to the public	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Booklet	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	New sline	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Management Matters	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Other (give details)	<input type="checkbox"/>	<input checked="" type="checkbox"/>



## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

4th December 2006



**Report of:** Chief Personnel Officer

**Subject:** WORKFORCE DEVELOPMENT PLAN – Progress Update  
April – September 2006

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### SUMMARY

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

To advise the Portfolio Holder of the progress made during the first six months of 2006/7 and planned future actions in respect of the Workforce Development Plan 2005-2010.

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

The report provides details of progress made and planned future actions in respect of the Workforce Development Plan 2005-2010.

#### **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 PLAN – Progress Update  
April – October 2006

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## **1. PURPOSE OF REPORT**

To advise the Portfolio Holder of the progress made and planned future actions in respect of the Workforce Development Plan during the period 1<sup>st</sup> April to 30<sup>th</sup> September 2006.

## **2. BACKGROUND**

2.1 The Council's Workforce Development Plan Framework 2005-2010 (Appendix A) was approved at the Performance Management Portfolio Holder meeting held on 13 June 2005. At that time it was intended that the plan would be developed after six months, once the corporate restructure was implemented.

2.2 The Workforce Development Plan is divided into 3 parts. Part 1 concentrates upon associated organizational development issues. Part 2 examines workforce development plans and strategies that support organisational development. Part 3 is dedicated to ensuring that members and people involved in service delivery are equipped with the appropriate skills and display the desired behaviours required to realise the corporate vision.

2.3 Some Workforce Development initiatives have been included in the 2006/7 Corporate Plan as follows

### **a) Implement Elected Member Development Strategy**

- Implement Member development strategy and programme
- Secure external accreditation for the strategy and programme
- Evaluate Member development strategy
- Training and briefing on new and developing legislation, corporate governance arrangements for members

### **b) Enhance workforce development arrangements**

- Review workforce development plan
- Develop knowledge and skills of officers in workforce planning
- Integrate workforce plans into 2007/08 service plans

### 3. **PROGRESS MADE AGAINST THE WORKFORCE DEVELOPMENT PLAN FROM 1<sup>ST</sup> APRIL TO 30<sup>TH</sup> SEPTEMBER 2006**

- 3.1 In a report to the Portfolio Holder on the 26<sup>th</sup> June 2006, the following actions were planned for the first six months of 2006/7 and the following progress has been made:

#### a) **General**

Action	Progress at 30 September 2006
Appointment of Workforce Development Manager completed	Lucy Armstrong appointed and took up post on 12 <sup>th</sup> June 2006
Review of the Workforce Development Plan underway	Revised Draft Workforce Development Strategy 2006-2011 being developed and will be presented to Portfolio Holder at his December 2006 meeting.
Implement Member development strategy and programme	Programme designed and implemented. Personal Development Profiles developed for all Elected Members.
Commence work on securing external accreditation for the Member Development strategy and programme	Agreement secured from Member Development Group in September 2006 to work toward Member Development Charter.
Evaluate Member Development Strategy and report to Portfolio Holder	Member Development strategy to be reviewed in line with decision made at September 2007 meeting.
Provide training and briefing on new and developing legislation, corporate governance arrangements for members	Ongoing. Sessions are offered via the Member Development Programme.
Commence work on developing knowledge and skills of officers in workforce planning	Workforce Development module developed and is running as a mandatory module within phase 2 of the Leadership & Management Development Programme (LMDP).
Commence work on integrating workforce plans into 2007/08 service plans	Workforce planning will form part of 2007/08 service planning process.

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

Action	Progress at 30 September 2006
Engage specialist to undertake review of progress towards equality standard and produce an action plan following receipt of the report	Consultant identified and booked to undertake review during December 2006 / January 2007
Implement diversity action plan	Ongoing - A number of key actions have been completed
Agree revised Modern Apprentice arrangements	Research undertaken and report due to go to CMT before the end of the year.
Agree format of celebration on success event following focus groups	Focus Groups met and report prepared. Findings considered and due to be reported to CMT in November 2006.
Deliver event as part of local democracy week in October 2006	Planning complete for event due to take place on Friday 20th October 2006, with 5 of the 6 Hartlepool Secondary schools participating in the event.

a) **Part 2**– Workforce Development Plans

Action	Progress at 30 September 2006
Support Children's Services and Adult & Community Services working towards Investors in People accreditation	Adult & Community Services due to be inspected in January 2007 and Childrens Services were due to be inspected in March 2007 but to be delayed. Support to Children's Services provided in the form of securing a consultant to support the process and identifying a funding opportunity to train a department member of staff in the standard at an advanced level. In addition, a member of the Workforce Development Team is being developed as an internal reviewer for the IIP standard which should reduce assessment costs in the future
Commence work to review the corporate appraisal process	Delayed due to other pressures. Revised milestones to be considered as part of the service planning preparation process for 2007/8.
Commence work to identify suitable pilot area to begin skills audit	Delayed due to other pressures. Revised milestones to be considered as part of the service planning preparation process for 2007/8.

b) **Part 3**– Developing People Plans

Action	Progress at 30 September 2006
Commence Implementing the GO Award Action Plan	Initial phases implemented. HBC will be reviewed on progress as part of the peer review process probably in March 2007.
Continue with skills analysis and training needs analysis for members	Ongoing with possible funding opportunity identified to support the further development of Member personal development plans.
Offer all elected members the opportunity to complete a personal development plan	Offer made to all, however low take up. Funding can be secured as part of the Member Development Charter to employ a consultant to work on this area further.
Deliver annual development programme to members based upon the needs identified within the personal development plans	Programme in place.
Commit to member development charter and develop action plan	Member Development Group has agreed to sign up and work towards the charter over the coming months.
Develop action plan to work towards liP status for members	Action plan has been presented to Member Development Group for consideration.
Devise and implement “Be the Difference” phase 2	Phase 2 began roll-out w/c 18 <sup>th</sup> September 2006 and will run until end of July 2007.
Undertake evaluation of “Be the Difference” year 1	Delayed whilst National Graduate Trainee post vacant
Further develop the modules delivered as part of the “Be the Difference” programme	Modules are continually being developed and introduced in response to emerging need. The “Tomorrow’s Manager” programme due to be launched in November 2006 delivering NVQ 2 in Team Leading and NVQ 3 Management - aimed at developing managers of the future (18 people on first programme). LSC funding accessed via Adult Education to support the programme.
Commence the review of the basic skills strategy	First draft completed and will be circulated for comments before the end of December 2006.

Expand the use of the Learning Resource Centre (LRC)	Higher numbers of staff now accessing opportunities within LRC, however further work is needed. An internal marketing plan is currently being developed.
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#### 4. **PLANNED ACTIONS IN THE FINAL SIX MONTHS OF 2006/7 (1 OCT 2006 – 31 MAR 2007)**

##### 4.1 The following actions are planned for the next 6 months (Nov 06 – Mar 07):

##### General

Action	Expected completion date	Impact
The new Workforce Development Strategy 2007-2012 (replacing the current Workforce Development Plan 2005-2010), to be agreed and published, following consultation.	March 2007	Identification of specific projects to improve the workforce planning process, and develop employees.
Determine 2007/8 actions designed to deliver the Workforce Development Strategy 2007-2012 and incorporate into corporate and service planning arrangements	March 2007	Actions mainstreamed into service planning and performance management framework

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

Action	Expected completion date	Impact
Workforce planning arrangements to be incorporated in to the 2007/2008 departmental service planning process	March 2007	Wider knowledge of Officers in relation to workforce planning. Actions mainstreamed into performance management framework
Improved arrangements for workforce data collection	March 2007	Improved management information to inform decision making and service planning

Consultation undertaken on proposed workforce development strategy 2007-2012.	Feb 2007	Implementation of a Workforce development Strategy in April 2007
Incorporate sexual orientation, age and religion and belief into the revised Equality Standard and achieve Level 1 Work towards achieving Level 2 of the revised Equality Standard in respect of sexual orientation, age and religion and belief.	Dec 2006  March 2007  March 2008	Ensures all six strands are incorporated into the revised Equality Standard and mainstreamed into all council activities.
Implement the recommendations from the Apprenticeship scheme review as part of the Young People Strategy.	March 2007	Attract more young people to careers in Local Government. Promote Hartlepool Borough Council as an Employer of Choice.
Participate in the assessment for the 2007 intake of the National Graduate Development Programme to identify a suitable participant to be hosted by the Council.	January 2007	Attract Graduate to Hartlepool Borough Council and promote HBC as an employer of choice.

## d) Part 2 – Workforce Development Plans

Action	Expected completion date	Impact
Implement the regional middle manager competency framework.	March 2007	Identify areas of strength and weakness amongst middle managers
Seek external accreditation for the Management & Leadership development opportunities offered.	January 2007	Exploring the possibility of accreditation with Teesside University – programme would provide an academic “stamp” in addition to the direct work related element of the programme.

Research career pathways and succession planning criteria with a view to implementation within the Council.	March 2007	Initial research parameters agreed, with possible academic input from Teesside Business School.
Participate in the regional middle manager skills audit and regional management development programme.	January 2007	Raise profile of Hartlepool Borough Council. Middle Managers will have opportunity to be part of regional programme.
Participate in the regional customer service skills audit.	January 2007	Support the Customer Service strategy. Possible funding opportunity to up-skill employees.
Explore opportunities for external funding (e.g. Learning & skills Council and Higher Education funding streams) to further develop the programmes on offer.	Ongoing	Respond to each funding opportunity – targeting potential bids for funding to support the WFD strategy and the People Strategy.

## e) Part 3 – Developing People Plans

Action	Expected completion date	Impact
Secure funding to work towards the Member Development Charter	January 2007	More detailed personal development plans for members in place, assist in the accreditation for Investors in People.
Begin preparation for Phase 3 of the Leadership & Management Development programme to launch in September 2007.	March 2007	Phase 3 themes to be agreed and complement phase 1 & 2. Keep participants motivated and promote lifelong learning.



Implement the revised Basic Skills strategy.	March 2007	Partnerships and pathways in place for employees / members requiring basic skills support.
Revise the Qualification Based Training process.	March 2007	Coordinated approach that complements the Workforce Development and People Strategies. Ensure employees are developed and return on investment is achieved.
Peer Review to be undertaken on Hartlepool Borough Council in respect of the Get On Local Government Award.	March 2007	Confirmation that scheme meets national standards.
Support the achievement of Investor in People with Adult & Community Services and Children Services	Ongoing	Once all departments have individual liP status, we can then consider corporate assessment of liP.
Promote E-learning opportunities to all Members and Employees as an alternative learning method to formal “classroom-based” training	Ongoing	Marketing plan established for Learning Resource Centre – improved usage by Members and employees.
Develop an accredited Personal Safety training programme and deliver to staff and Members from January 2007.	January 2007	Reduce risk of violence and aggression to staff – will be complemented by offering conflict resolution training.

## 5. EXTERNAL FUNDING

- 5.1 During the period April – September 2006, the following external funding has been accessed to support the delivery of Workforce Development projects:

- Various first NVQ level 2's delivered to departments, fully funded via the Learning and Skills Council "Train to Gain" Initiative

5.2 During the period October 2006 – March 2007, the following external funding will be applied for:

- £24,000 to support the delivery of 200 NVQ ITQ from the Learning and Skills Council
- £11,000 to support the delivery of 25 NVQ level 2 and 10 NVQ level 3 in Customer Service from the Learning and Skills Council
- £9000 approx - Minimum of £500 per person to support the delivery of NVQ in Team Leading and NVQ 3 Management – funded via the Adult and community learning funding stream from the Learning and Skills Council, which will reduce the full cost of the qualification to £120 per person rather than £620+ per person. There are currently 18 employees who have applied to join the scheme.
- £3529.00 to be secured from the Regional Improvement Partnership for North East Local Government to support the on-line middle manager skills audit
- Funding to be secured from the Regional Improvement Partnership for North East Local Government to support the on-line customer service skills audit. £70k available between 12 Authorities, but will be pro-rata according to employee numbers.

## **6. RECOMMENDATION**

6.1 That the portfolio holder notes the report.

## Appendix A

Key Red - Not started

Amber - Due to start Nov 06 – Mar 2007

Green - Started

**Part 1- Associated Organisational Development Plans**

Key Actions	Time scales	Who	Associated strategies/ plans	Performance Measures	Progress
1.1 Workforce Profiling, Environmental Scanning & long term plans					
1.1.1 Workforce profiling	2 <sup>nd</sup> qtr 2007	ODM	HR Strategy	<ul style="list-style-type: none"> <li>Development of central corporate data collection point</li> <li>HR data base extended to include training module by 2006 and produce required workforce development data and profiles</li> </ul>	Green
1.1.2 Environmental scanning		ODM	HR Strategy	<ul style="list-style-type: none"> <li>Local/regional &amp; national labour market reports used to highlight skill shortage areas, age profiles etc</li> </ul>	Green
1.1.3 Post-restructure departmental profiling and identification of skills gaps to inform corporate workforce development plan	3 <sup>rd</sup> Qtr 2005	Departments	The Way Forward Corporate Business Plan	<ul style="list-style-type: none"> <li>Departmental workforce profiles in place and potential skills gaps identified</li> </ul>	Green

1.2 Developing a Diverse Workforce that Reflects the Communities					
<b>1.2.1</b> Plans to progress through Equality standard in relation to employment and training requirements included in annual CEX service plan & corporate Diversity Scheme.	2 <sup>nd</sup> qtr 2005-2010	CPSO ODM WFDM Departments	Diversity Scheme 2005-8  HR Strategy	<ul style="list-style-type: none"> <li>Equality Standard Levels attained as outlined for BVPI 2a</li> <li>Monitoring reports produced and published in the annual Diversity Report</li> </ul>	Green
<b>1.2.2</b> Support other projects to encourage people from minority groups to seek employment with the Council	ongoing	PWFDO WFDM	HR Strategy  Community Strategy  Hartlepool Partnership  LSC	<ul style="list-style-type: none"> <li>Incapacity Benefits project targets met</li> <li>Number of placements arranged with other organisations completed</li> <li>Number of people from placements gaining employment</li> <li>Annual retention of Two Ticks status</li> </ul>	Green
1.3 Attracting Young People to Local Government					
<b>1.3.1</b> Design & implement a Young People's Strategy	2 <sup>nd</sup> qtr 2006	WFDM PWFDO	NEREO  Retention Strategy	<ul style="list-style-type: none"> <li>Strategy in place</li> <li>Support for regional website in place</li> </ul>	Green
<b>1.3.2</b> Continue to provide School placement programme in order to	ongoing	PWFDO WFDM	HR Strategy	<ul style="list-style-type: none"> <li>Provide a work placements for 150</li> </ul>	Green

<p>attract young people to careers in local government</p> <p>Promote working in local government as a career with schools, Connexions, Job Centre Plus and other agencies</p>	ongoing	HR Manager PWFDO	ODPM Pay & Workforce strategy Community Strategy	<p>pupils at key stage 4</p> <ul style="list-style-type: none"> <li>Annual programme of events in place by 2006</li> </ul>	
<p><b>1.3.3</b> Expand Modern Apprenticeship scheme to include identified skills shortage areas where possible</p> <p>Publicise and celebrate successes</p>	3 <sup>rd</sup> qtr 2006-10	PWFDO WFDM departments	HR Strategy ODPM Pay & Workforce strategy	<ul style="list-style-type: none"> <li>Revise current policy regarding recruitment processes for MAs by 2006</li> <li>Set corporate targets for MA recruitment &amp; retention 2006-10</li> <li>Record number of MAs gaining employment in local authorities by 2005</li> <li>Record number of MAs gaining NVQ qualifications by 2005</li> <li>Publicity plan in place 2005</li> <li>Develop Hartlepool Now website to support recruitment of MAs &amp; provide e-</li> </ul>	Amber

				communication channels	
<b>1.3.4</b> Support the National Graduate Development Programme (NGDP) organised by the Employers' Organisation	ongoing	CPSO WFDM	ODPM Pay & Workforce strategy	<ul style="list-style-type: none"> <li>Employ one national management trainee under the provisions of the NGDP every two years.</li> </ul>	Green
<b>1.3.5</b> Planned events to coincide with Local Democracy Week	ongoing	PWFDO WFDM Member Development Steering Group	HR Strategy	<ul style="list-style-type: none"> <li>Annual plan in place including events in October to coincide with Employers Organisation annual campaign</li> </ul>	Green
<b>1.4 Promoting Hartlepool Borough Council as an Employer of Choice</b>					
<b>3.4.1</b> Employee consultation programme in place	2005-10	HR Manager  ODM	HR Strategy	<ul style="list-style-type: none"> <li>2 Employee consultation events per year</li> <li>Employee Survey &amp; resulting action plan in place every 18 months with targets based on questions</li> </ul>	Green

<b>1.4.2</b> Market the authority as a positive employer choice	On-going	CPSO  ODM	HR Strategy	<ul style="list-style-type: none"> <li>• Marketing/communication plan in place in line with HR strategy &amp; Communication strategy</li> <li>• Well being team annual programme of events in place by 2006</li> <li>• Develop use of Hartlepool Now website for recruitment &amp; selection purposes</li> </ul>	Green
<b>1.4.3</b> Encourage a flexible workforce able to cope with changes in local government environment	2005-10	CPSO  WFDM departments	HR Strategy	<ul style="list-style-type: none"> <li>• Publicise available workforce development &amp; lifelong learning activities every three months</li> <li>• Develop retention policy</li> <li>• Develop &amp; pilot an internal placement/shadowing scheme within sections &amp; divisions by 2008</li> </ul>	Amber

1.5 Partnerships & Effective Procurement					
<p><b>1.5.1</b> Partnership working with other local authorities, agencies and organisations to develop joint approaches to workforce and organisational development</p> <p>Ensure contractors adhere to HBC standards in relation to workforce development</p>	ongoing	Departments	<p>HR Strategy</p> <p>Procurement Strategy</p>	<ul style="list-style-type: none"> <li>• Participate in regional networks to support workforce &amp; organisational development activities</li> <li>• Take part in joint workforce planning with other public bodies</li> <li>• The procurement strategy will include the approach expected of contractors in relation to workforce development</li> </ul>	Green
1.5.2 Explore partnership working with local providers, Hartlepool College, Hartlepool Lifelong Learning Partnership and Adult Education	2nd qtr 2005	WFDM PWFD&DO PWFO	Tees Valley Ad Lit & Numeracy Action Plan 2004-7	<ul style="list-style-type: none"> <li>• Partnerships in place</li> <li>• Reflect local targets in action plan where appropriate</li> </ul>	Green



## Part 2 - Development Plans &amp; Strategies

Key Actions	Time scales	Who	Associated strategies/plans	Performance Measures	Progress
<b>2.1 Competency Frameworks</b>					
<b>2.1.1</b> Develop generic competency framework as basis for recruitment & selection activities, appraisal and individual development. Consider use in developing pay & grading structures	2 <sup>nd</sup> qtr 2006	WFDM ODM	ODPM Pay & Workforce strategy Way Forward HR Strategy	<ul style="list-style-type: none"> <li>Development of generic competency framework &amp; management skills framework</li> </ul>	Amber
<b>2.1.2</b> Review management skills framework	2 <sup>nd</sup> qtr 2006	WFDO	ODPM Pay & Workforce strategy Way Forward  HR Strategy	<ul style="list-style-type: none"> <li>Management skills framework updated and linked to generic competency framework</li> </ul>	Green
<b>2.2 External Accreditation</b>					
<b>2.2.1</b> Reassessment of each department against new Investors In People standard	4 <sup>th</sup> qtr 2005-2007	Departments WFDM	HR Strategy	<ul style="list-style-type: none"> <li>Departments reassessment programme from 2005 to 2006</li> </ul>	Amber
<b>2.2.2</b> Attain Learning Local Authority status				<ul style="list-style-type: none"> <li>Attain Learning Local Authority status by 2007</li> </ul>	

2.3 Career Pathways					
<b>2.3.1</b> Career Pathways Development	3 <sup>rd</sup> qtr 2006 -10	CPSO ODM WFDM	ODPM Pay & Workforce strategy	<ul style="list-style-type: none"> <li>Career pathways in place for 5 professions per year to reflect skill shortage areas identified by departments</li> </ul>	Amber

2.4 Appraisal & CPD system					
<b>2.4.1</b> Development of corporate Appraisal System based on generic, job specific, and management competencies  Recording system incorporated into central data collection system	2005-06	WFDM	ODPM Pay & Workforce strategy Way Forward HR Strategy IIP standards	<ul style="list-style-type: none"> <li>Current appraisal scheme reviewed by May 2005</li> <li>Revised appraisal and continuous professional development system in place by March 2006</li> </ul>	Amber

2.5 Succession Planning					
256.1 Succession planning process in place and individual development plans for “rising stars” implemented	2 <sup>nd</sup> qtr 2006	CPSO WFDM	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>• Succession planning processes in place</li> <li>• Individual development plans in place for highlighted talented individuals (based on NGDP)</li> </ul>	Red
2.6 Skills Audits					
<b>2.6.1</b> Comprehensive skills audit process designed & implemented To be considered as part of appraisal system Skills audits for different levels in the authority to be conducted every 3 years	ongoing	ODM  PWFO	ODPM Pay & Workforce strategy HR Strategy 21 <sup>st</sup> Century Skills	<ul style="list-style-type: none"> <li>• HR data base extended to include training module by 2006</li> <li>• Annual reports produced to inform departments of progress against identified skill shortage areas</li> <li>• Programme of skills audits in place</li> </ul>	Amber

## Part 3 - Developing People

Key Actions	Time scales	Who	Associated strategies/plans	Performance Measure	Progress
<b>3.1 Elected Member Development Plan</b>					
<b>3.1.1</b> Agree member development strategy with Member Development Steering Group	1 <sup>st</sup> qtr 2005	CPSO WFDM	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>Member Development Strategy in place. Minimum number of annual training events for members agreed</li> </ul>	Green
3.1.2. Complete skills audit & training needs analysis processes	2 <sup>nd</sup> qtr 2005	PWFD&DO	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>80% of elected members complete process</li> </ul>	Green
3.1.3 Publish & publicise annual training plan including induction programme when appropriate	2 <sup>nd</sup> qtr 2005	PWFD&DO	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>Plan forwarded to each member annually. Events publicised quarterly</li> </ul>	Green
<b>3.1.4</b> Evaluation Report to be produced annually	2 <sup>nd</sup> qtr each year	WFDM PWDF&DO	ODPM Pay & Workforce strategy  Way Forward	<ul style="list-style-type: none"> <li>Attendance stats against those agreed in PDP to be reported to Member Development Group</li> </ul>	Green
<b>3.1.5</b> Elected Members ICT programme tailored to meet individual needs	2007	WFDM PWDF&DO	IEG strategy	<ul style="list-style-type: none"> <li>100% of members to have completed</li> </ul>	Green

				programme	
<b>3.1.6</b> Prepare and implement Mayoral development programme in consultation with post holder. Review annually.	1 <sup>st</sup> qtr 2005-10	CPSO WFDM	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>Development plan in place</li> </ul>	Amber
<b>3.1.7</b> Complete Personal Development Plans for each elected member & review annually	1 <sup>st</sup> qtr 2006-10	WFDM PWDF&DO	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>PDPs in place for elected members</li> </ul>	Green
<b>3.1.8</b> Develop competency framework based on requirements for political roles	1 <sup>st</sup> qtr 2007	WFDM PWDF&DO	ODPM Pay & Workforce strategy Way Forward IDeA	<ul style="list-style-type: none"> <li>Competency framework completed</li> </ul>	Amber
<b>3.1.9</b> Member development steering Group to consider signing up to Member Charter (NEREO)	2 <sup>nd</sup> qtr 2005	Member Developmen t Steering Group	ODPM Pay & Workforce strategy Way Forward NEREO	<ul style="list-style-type: none"> <li>Commitment to Member Development Charter publicised if agreed</li> </ul>	Green
3.1.10 Assessment against Member Charter if agreed previously by Member Development Steering Group	3 <sup>rd</sup> qtr 2007	Member Developmen t Steering Group	ODPM Pay & Workforce strategy  Way Forward	<ul style="list-style-type: none"> <li>Member Charter Award obtained</li> </ul>	Green
<b>3.1.11</b> Member Development Group to decide whether or not to seek IIP status	3 <sup>rd</sup> qtr 2005	Member Developmen t Steering Group	ODPM Pay & Workforce strategy  Way Forward	<ul style="list-style-type: none"> <li>Position Report to Member Development Steering Group to inform decision making process</li> <li></li> </ul>	Amber

<b>3.1.12</b> Encourage and attract potential future elected members including representation from the wider community	2 <sup>nd</sup> qtr 2007	Member Development Steering Group	Much Given Report	<ul style="list-style-type: none"> <li>Annual programme of activities and events in place</li> </ul>	Red
<b>3.1.13</b> Develop, Deliver & Evaluate Community Leadership programme in partnership with NEREO & other local authorities in Tees Valley	3 <sup>rd</sup> qtr 2008-2010	CPSO Member Development Steering Group	ODPM Pay & Workforce strategy Way Forward IDeA	<ul style="list-style-type: none"> <li>Participation in regional development programme considered by elected member development group</li> </ul>	Red

3.2 Management & Leadership Development Plan – covering all levels of managers, team leaders & supervisors					
<b>3.2.1</b> Implement leadership & Management development programme including Directors, Senior managers & Supervisors	2nd qtr 2005-6	CPSO WFDM HR Advisor Q Learning	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>100% of all levels of managers embark upon programme by 2006</li> </ul>	Green
<b>3.2.2</b> Evaluate development programme for managers	2 <sup>nd</sup> qtr 2006	WFDM Q Learning	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>Evaluation report to be produced by Q Learning</li> <li>Internal evaluation report to be produced</li> </ul>	Green
<b>3.2.3</b> Sustainable development programme in place for managers that includes identified training needs based on the content of the management skills framework & individual CPD needs	3 <sup>rd</sup> qtr 2006	WFDM PWFDO	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>Development programme in place</li> <li>Accreditation to be</li> </ul>	Green

				sought against suitable level of management qualifications	
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**3.3 Core Skills Development Plan – identified skills required by all employees**

<b>3.3.1</b> Identification of core skills requirement within departments to reflect service delivery requirements	4 <sup>th</sup> qtr 2005	CMT WFDM	ODPM Pay & Workforce strategy Way Forward	<ul style="list-style-type: none"> <li>Prioritised core skills identified by departments and reflected in departmental annual training plans.</li> </ul>	Green
<b>3.3.2</b> Core skills delivery to be included incrementally in corporate annual training plan informed by departments requirements	4th qtr 2005-2010	WFDM PWFD	ODPM Pay & Workforce strategy HR Strategy 21 <sup>st</sup> Century Skills	<ul style="list-style-type: none"> <li>Training plans in place each year that reflect core skills required determined by results of skills audit &amp; corporate requirements</li> </ul>	Green
<b>3.3.3</b> E – skills programme development & implementation to support e-government agenda and to reflect changes in service requirements	4 <sup>th</sup> qtr 2005-10	WFDM PWFD&DO	IEG strategy ODPM Pay & Workforce strategy 21 <sup>st</sup> Century Skills	<ul style="list-style-type: none"> <li>Targets as detailed in IEG strategy.</li> <li>Annual incremental Increase in usage of LRC packages</li> <li>E-skills available via intranet</li> <li>annually incremental increase in take-up target</li> <li>DMTs to have</li> </ul>	Green

				agreed own on the job e-training arrangements	
<b>3.3.4</b> Specific Diversity training plan amalgamated into annual corporate training plan	2 <sup>nd</sup> qtr 2005-2010	WFDM PWFD&DO	Diversity Scheme ODPM Pay & Workforce strategy	<ul style="list-style-type: none"> <li>• Training plans in place each year</li> <li>• Targets outlined in Diversity Scheme every 3 years and monitoring reports published in Annual Diversity Reports</li> </ul>	Amber
<b>3.3.5</b> Specific Wellbeing & Health & Safety annual training plan amalgamated into corporate training plan	2 <sup>nd</sup> qtr 2005-2010	WFDDM PWFD0	ODPM Pay & Workforce strategy HR Strategy  21 <sup>st</sup> Century Skills	<ul style="list-style-type: none"> <li>• Training plans in place each year that reflect statutory H&amp;S and Wellbeing training required</li> </ul>	Green

### 3.4 Life Skills Development Plan – including literacy, numeracy, basic information and technology and encouraging lifelong learning

<b>3.4.1</b> Review & revise basic skills strategy	4 <sup>th</sup> qtr 2006	WFDM PWFD&DO PWFD0	21 <sup>st</sup> Century Skills Tees Valley Ad Lit & Numeracy Action Plan 2004-7	<ul style="list-style-type: none"> <li>• Strategy in place containing departmental targets and corporate targets for NVQ equivalent attainment levels</li> </ul>	Amber
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<b>3.4.2</b> Implement basic skills training programme in partnership with Together project & ULRs	2 <sup>nd</sup> qtr 2005- 2010	WFDM PWFD&DO PWFD Together Project Steering Group	Learning Agreement 2004  21 <sup>st</sup> Century Skills Tees Valley Ad Lit & Numeracy Action Plan 2004-7	<ul style="list-style-type: none"> <li>• Complete basic skills survey activities with 1 department every 3 months in 2005</li> <li>• Basic skills training programme in place and targets for attainment of basic skills qualifications agreed with departments &amp; Together project by 2005/6</li> </ul>	Green
<b>3.4.4</b> Expand use of Learning Resource Centre making use of e-learning facilities & software in relation to life skills related programmes	1 <sup>st</sup> qtr 2005- 2010	WFDM PWFD&DO PWFD	HR Strategy	<ul style="list-style-type: none"> <li>• Cost benefit analysis of current software and review of usage 2005</li> <li>• Learning Pool software installed &amp; selected corporate courses made available on intranet 2006</li> <li>• TUC learning hub installed 2006</li> <li>• Annual report of usage of software, outputs and</li> </ul>	Green

				recommendations regarding updating/purchasing of software	
<b>3.4.5</b> Work in partnership with the Joint Trades Unions to encourage lifelong learning	2005-2010	CPSO ODM WFDM	National Pay Negotiations 2004  Part 3 &4	<ul style="list-style-type: none"> <li>• Learning agreement in place</li> <li>• Training records to include lifelong learning data for each individual including no-work related learning where appropriate</li> <li>• Support Together Project Steering Group</li> </ul>	Green

**3.5 Technical / Vocational Skills Development Plans – addressing skills gaps & retention issues**

<b>3.5.1</b> Departments to produce a workforce projection plan detailing number of staff required with specific skills	2 <sup>nd</sup> qtr 2006	Departments CPSO WFDM	ODPM Pay & Workforce strategy	<ul style="list-style-type: none"> <li>• Projection plans produced and reviewed annually against workforce profile information</li> </ul>	Amber
<b>3.5.2</b> Corporate target for minimum qualification level set for all employees.  Corporate target set for minimum spend per employee  Corporate target set for minimum	2 <sup>nd</sup> qtr 2006-2010	CPSO WFDM	ODPM Pay & Workforce strategy 21 <sup>st</sup> Century Skills  People Skill	<ul style="list-style-type: none"> <li>• Minimum qualification NVQ level equivalents to be agreed with departments</li> <li>• % annual</li> </ul>	Red

average development days per employee			Scoreboard	improvement targets to be set when reliable baseline data available 2006	
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