

PLEASE NOTE VENUE

PERFORMANCE MANAGEMENT PORTFOLIO

DECISION SCHEDULE



Thursday 21st December, 2006

at 9 a.m.

in Training Room 2, Municipal Buildings, Church Square, 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 Data Quality – Audit Commission Report – *Assistant Chief Executive*
- 2.2 Draft Workforce Development Strategy 2007-2012 – *Chief Personnel Officer*
- 2.3 Early and Ill Health Retirements 2006/07 – Half Yearly Report – *Chief Financial Officer and Chief Personnel Officer*
- 2.4 No Smoking Matters – *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 Officer Request to undertake work for another organisation (para 1) – *Joint report of Director of Children's Services and Chief Personnel Officer*

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

21st December 2006



Report of: Assistant Chief Executive

Subject: DATA QUALITY – AUDIT COMMISSION
REPORT

SUMMARY

1.0 PURPOSE OF REPORT

The purpose of this report is to provide the Portfolio Holder with the results of the Audit Commission's work on data quality

2.0 SUMMARY OF CONTENTS

This report incorporates the Audit Commission's work on data quality and the response of the authority.

3.0 RELEVANCE TO PORTFOLIO MEMBER

This matter forms a part of the Portfolio holder's responsibilities

4.0 TYPE OF DECISION

Non key

5.0 DECISION MAKING ROUTE

Portfolio Holder

6.0 DECISION(S) REQUIRED

That the Portfolio holder:

- i. notes the report of the Audit Commission
- ii. notes that data quality is an inherent part of the Performance Management Portfolio
- iii. agrees to receive a report on data quality should this be required in future resulting from any internal or external review.

Report of: Assistant Chief Executive

Subject: DATA QUALITY – AUDIT COMMISSION
REPORT

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the Portfolio Holder with the results of the Audit Commission's work on data quality.

2. BACKGROUND

- 2.1 The Audit Commission have, this year, introduced an audit of data quality. This is a new development for the Audit Commission but data quality, due to its importance in demonstrating and measuring success, has always be integrated into the planning and performance managements arrangements for the Council. The findings of this report have also been provided to Scrutiny Co-ordinating Committee and Audit Committee.

3. FINDINGS OF THE AUDIT COMMISSION

- 3.1 Attached, as appendix 1, is the Audit Commission report on data quality. The findings of this are covered on page 6 of the attached report.
- 3.2 In summary the findings are; that management arrangements, with identified roles and responsibilities and systems are in place; operational guidance is in place, updated and communicated; there is some inconsistency in approach between departments; there is no stated data quality policy.

4. COUNCIL RESPONSE

- 4.1 The Audit Commission report identifies one recommendation which we will implement in a manner which is consistent with our overall approach, which is to ensure that our data is accurate.
- 4.2 It is worthwhile bearing in mind that whilst there are developments identified in the report from the Audit Commission that as an authority our Corporate (Best Value Performance) Plan has never been qualified and whilst there are developments required each year (both in terms of definitions of performance measures and additional mandatory measures) that these are incorporated smoothly and effectively.

- 4.3 The quality of data and ensuring it is of a high standard, is inherent in the authority's overall approach to planning and performance management and in the portfolio holders portfolio. The quality of data in Corporate and Departmental Plans, in conjunction with performance reports to Cabinet, Portfolio holders and Scrutiny is important in supporting the key role of members in relation to this issue and that is the achievement of outcomes. To ensure that data quality can be balanced effectively with this outcome focussed approach a report will be brought to the portfolio holder, if necessary, each year to highlight any operational data quality issues and the plan to address them.

5.0 RECOMMENDATIONS

- 5.1 That the Portfolio holder:
- i. notes the report of the Audit Commission
 - ii. notes that data quality is an inherent part of the Performance Management Portfolio
 - iii. agrees to receive a report on data quality should this be required in future resulting from any internal or external review.

Data Quality

Hartlepool Borough Council

Audit 2006/2007

External audit is an essential element in the process of accountability for public money and makes an important contribution to the stewardship of public resources and the corporate governance of public services.

Audit in the public sector is underpinned by three fundamental principles:

- auditors are appointed independently from the bodies being audited;
- the scope of auditors' work is extended to cover not only the audit of financial statements but also value for money and the conduct of public business; and
- auditors may report aspects of their work widely to the public and other key stakeholders.

The duties and powers of auditors appointed by the Audit Commission are set out in the Audit Commission Act 1998 and the Local Government Act 1999 and the Commission's statutory Code of Audit Practice. Under the Code of Audit Practice, appointed auditors are also required to comply with the current professional standards issued by the independent Auditing Practices Board.

Appointed auditors act quite separately from the Commission and in meeting their statutory responsibilities are required to exercise their professional judgement independently of both the Commission and the audited body.

Status of our reports to the Council

The Statement of Responsibilities of Auditors and Audited Bodies issued by the Audit Commission explains the respective responsibilities of auditors and of the audited body. Reports prepared by appointed auditors are addressed to members or officers. They are prepared for the sole use of the audited body. Auditors accept no responsibility to:

- any member or officer in their individual capacity; or
- any third party.

Copies of this report

If you require further copies of this report, or a copy in large print, in Braille, on tape, or in a language other than English, please call 0845 056 0566.

© Audit Commission 2006

For further information on the work of the Commission please contact:

Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ

Tel: 020 7828 1212 Fax: 020 7976 6187 Textphone (minicom): 020 7630 0421

www.audit-commission.gov.uk

Contents

Summary report	4
Introduction	4
Background	4
Audit approach	5
Main conclusions	5
The way forward	5
Detailed report	6
Stage 1 - Reviewing management arrangements for data quality	6
Stage 2 - Completeness check	7
Stage 3 - Data quality checks	8
Appendix 1 - Data quality checks	9
Appendix 2 - Dimensions of good quality data	11
Appendix 3 - Action plan	12

Summary report

Introduction

- 1 Good quality data is the essential ingredient for reliable performance and financial information used to support decision making. The data used to report on performance must be fit for purpose, representing an organisation's activity in an accurate and timely manner. At the same time there must be a balance between the use and importance of the information, and the cost of collecting the required data to the necessary level of accuracy.
- 2 The purpose of this report is to provide feedback following our assessment of Hartlepool Borough Council's (the Council) corporate management arrangements for data quality.
- 3 The results of this work will contribute to our conclusion under the Code of Audit Practice on the Council's arrangements to secure value for money. The work relates specifically to the arrangements for 'monitoring and reviewing performance, including arrangements to ensure data quality'.

Background

- 4 This review represents a significant change in our approach to the audit of performance information. There are a number of underlying reasons for this change, as follows.
 - Increasing reliance is being placed on performance information, eg to manage services, inform users, account for performance, and as a basis of taking decisions. The weight attached to published performance indicators as the basis for reducing the burden of regulation has increased and the need for reliable data has therefore become more critical. There remains however a prevailing lack of confidence in much performance data.
 - The quality of financial information is higher than for performance information. Finance data is collected according to professional accounting rules, and subjected to strong internal controls and a formal audit regime. Conversely the internal controls for recording and preparation of the underlying performance data are often less developed.
 - There is often less ownership of performance information by those charged with governance.

Audit approach

- 5 Our review of management arrangements for data quality has three stages:
- Stage 1 Management arrangements;
 - review of overall management arrangements to secure data quality.
 - Stage 2 Completeness check;
 - arithmetic check (variance, plausibility and range) of calculations for a sample of BVPIs; and
 - the timing, number and extent of these checks will be determined nationally by the Audit Commission following their review of the data.
 - Stage 3 Data quality spot checks; and
 - In-depth review of a sample of performance indicators.

Main conclusions

- 6 The Council has overall arrangements in place to ensure data quality, particularly in respect of BVPIs but there is a need to formalise arrangements.
- 7 Our detailed data quality checks have found that the processes in place to secure good data quality for the PIs we reviewed are generally effective.

The way forward

- 8 The issues raised within this report will be discussed with officers to provide them with timely feedback and to assist them in formulating an action plan to further improve data quality arrangements in future years.

Detailed report

Stage 1 - Reviewing management arrangements for data quality

Key questions

- 9 Stage one of the approach is the review of management arrangements. The review considered five areas, as follows.
- **Governance and leadership:** is there a corporate framework of management and accountability for data quality, with a commitment to securing a culture of data quality throughout the Council?
 - **Policies and procedures:** are there appropriate policies and procedures in place to secure the quality of data recorded and reported by the Council?
 - **Systems and processes:** has the Council put in place systems and processes which secure the quality of data as part of the normal business activity of the Council?
 - **People and skills:** has the Council put in place arrangements to ensure that staff have the appropriate knowledge, competencies and capacity for their roles in relation to data quality?
 - **Data use:** has the Council put in place arrangements that are focused on ensuring that data supporting performance information is also used to manage and improve the delivery of services?

Findings

- 10 Management arrangements are in place to secure the quality of data supporting performance information at a corporate level. This is achieved through the definition of key roles and responsibilities at a corporate and departmental level and the establishment of systems and processes to produce required outcomes.
- 11 Operational guidance, in place to support performance information, is updated on a regular basis and communicated to responsible officers in an effective manner. Performance data is sourced mainly from operational systems which provide a sound basis for good quality data.
- 12 The requirement for good data quality is embedded within established procedures at an operational and corporate level and as such is not explicitly stated. However, there is no data quality policy and there is little or no specific reference to data quality in any corporate documents. The lack of a corporate framework for data quality has led to some inconsistency of approach across the various departments. There are examples of very good practice (Children's Services) where data quality standards are clearly stated and enforced. In some other areas of the Council the approach is not so robust.

Recommendation

- R1 The Council needs to ensure that minimum data quality standards are in place and consistently applied in all areas. This needs to incorporate:*
- specifically stated data quality responsibilities at member, senior officer and operational level; and*
 - defined data quality objectives and monitoring processes to be applied consistently across all departments.*

Stage 2 - Completeness check

- 13 This stage was completed in two parts. The Audit Commission centrally specified a number of PIs, which are shown in Appendix 1.
- 14 The first part of the work undertaken included local auditor's carrying out checks on the specified PIs. This included:
 - a variance analysis against previous years' data; and
 - review of the data and comparison against our audit knowledge.
- 15 The second part of the work undertaken at this stage was the Audit Commission's central PI team carrying out completeness checks on all of the BVPI data not reviewed by the local auditors. This included the following.
 - a variance analysis against;
 - previous years' data held on EDC (where available);
 - the authority's peer group;
 - plausibility checks on the submitted data; and
 - a range analysis.
- 16 The Audit Commission will centrally raise and follow up any queries arising from their own checks.
- 17 We undertook the work to be carried out locally and fed the results into our selection of PIs for detailed data quality checks at stage three.

Stage 3 - Data quality checks

- 18 Stage 3 of the approach involved reviewing a number of PIs in detail. They were selected from the list of PIs specified by the Audit Commission, as shown in Appendix 1, based on a risk assessment and the local work we undertook at stage two.
- 19 The objectives of testing a particular PI are to determine whether it has been fairly stated in accordance with the Audit Commission's criteria. That the:
 - source data has been assessed against the six data quality dimensions as shown in Appendix 2 (completeness, accuracy, reliability, validity, relevance and timeliness) as applicable;
 - source data is correctly represented in the PI;
 - correct definition has been used; and
 - correct calculation method has been used.
- 20 The outcome of our work at stage three is summarised in Appendix 1. Overall, our findings at stage three supported our findings and conclusions at stage one of the work that the processes in place for the PIs reviewed are generally effective.

Appendix 1 - Data quality checks

Table 1 Specified PIs and work undertaken at stage 3

The table shows the PIs specified centrally by the Audit Commission for stage 2 completeness testing by local auditors, and also the outcome of our work at stage 3.

PIs specified by the Audit Commission centrally for local completeness checks at stage 2	Work at stage 3 undertaken on this PI?	Outcome of work at stage 3
BVPI 109 a/b/c: Speed of processing planning applications	Yes	We did not identify any data quality issues in our audit of this PI.
BVPI 215: Speed in fixing traffic lights	No	~
BVPI 165: Pedestrian crossings suitable for the disabled	Yes	We did not identify any data quality issues in our audit of this PI.
BVPI 102: Bus patronage	No	~
BVPI 82 a/b: Recycling/composting of waste	Yes	We did not identify any data quality issues in our audit of this PI.
BVPI 184a: Non decent homes	No	~
BVPI 183 a/b: Use of B&B/Hostel accommodation	Yes	We did not identify any data quality issues in our audit of this PI.
PLS: Library satisfaction users 16 and over	No	~
PLS: Library stock turn	No	~
PLS: Library stock level	Yes	Our work identified that the definition had not been followed in the calculation of this PI. The incorrect cell on the CIPFA return was used in part of the PI calculation meaning that the PI reported was misstated. Officers agreed and the PI was amended.

10 Data Quality | Appendix 1 - Data quality checks

PIs specified by the Audit Commission centrally for local completeness checks at stage 2	Work at stage 3 undertaken on this PI?	Outcome of work at stage 3
IPF: Cost per library visit	No	~
HIP BPSA: Average re-let times	No, the Council is not required to calculate this PI.	~
HIP BPSA: Planned to responsive repairs	No, the Council is not required to calculate this PI.	~
KP12: Service users moved on in a planned way	No	~
HIP HSSA: Private sector homes vacant for more than 6 months	No	~
HIP HSSA: Repeat homelessness	Yes	Our work included agreeing the data underpinning the calculation of this PI to the Council's P1E returns. This found that the P1E returns had been superseded by more accurate data and as such the P1E returns submitted to the government department are now not accurate. As such the data submitted should be revised.
HIP HSSA: Private sector unfit properties made fit	No	~

Appendix 2 - Dimensions of good quality data

There are six dimensions of good quality data that is fit for purpose (Table 2). These dimensions can be used by public bodies and their partners to assess the quality of their data and address potential weaknesses.

Table 2 Dimensions of data quality

There are six key characteristics of good quality data

Dimension	
Accuracy	Data should be sufficiently accurate to present a fair picture of performance and enable informed decision-making at all appropriate levels. The need for accuracy must be balanced with the costs and effort of collection. A prerequisite is that definitions for data should be specific and unambiguous. The data must be at an appropriate level of detail to influence related management decisions, and must be within a reasonable margin of error.
Validity	Data should represent clearly and appropriately the intended result. Where proxy data is used, bodies must consider how well this data measures the intended result.
Reliability	Data should reflect stable and consistent data collection processes and analysis methods across collection points and over time, whether using manual or computer based systems or a combination. Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection methods.
Timeliness	Data must be available for the intended use within a reasonable time period. Data must be available frequently enough to influence the appropriate level of management decisions: for example, it may be appropriate to accept a small degree of inaccuracy where timeliness is important.
Relevance	The data reported should comprise the specific items of interest only. Sometimes definitions for data need to be modified to reflect changing circumstances in services and practices, to ensure that only relevant data of value to users is collected, analysed and used.
Completeness	All the relevant data should be recorded. Monitoring missing or invalid fields in a database can provide an indication of data quality and can also point to problems in the recoding of certain data items.

Source: Audit Commission

Appendix 3 - Action plan

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
7	<p>R1 The Council needs to ensure that minimum data quality standards are in place and consistently applied in all areas. This needs to incorporate:</p> <ul style="list-style-type: none"> specifically stated data quality responsibilities at member, senior officer and operational level; and defined data quality objectives and monitoring processes to be applied consistently across all departments. 	2	Assistant Chief Executive	Y		31 January 2007

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

21st December 2006



Report of: Chief Personnel Officer

Subject: DRAFT WORKFORCE DEVELOPMENT
STRATEGY 2007-2012

SUMMARY

1.0 PURPOSE OF REPORT

To inform the Portfolio Holder of the development of a new Workforce Development Strategy covering the period from 2007-2012 and ask for endorsement to continue to develop the strategy with a view to implementation from April 2007.

To seek approval from the Portfolio Holder to undertake a consultation exercise with Employees, Elected Members and other key stakeholders as to the content of the strategy.

2.0 SUMMARY OF CONTENTS

The Corporate Workforce Development arrangements are part of the Corporate Way Forward Change Management Programme. Its aim is to ensure that Hartlepool Borough Council has a workforce that meets the current and future service needs of the community and is shaped to meet external pressures and drivers. It is integral to departmental plans and contributes positively to the council's long term vision and objectives.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Workforce Development arrangements are within the Portfolio Holder remit for Performance Management.

4.0 TYPE OF DECISION

Non-key decision.

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

To approve the draft content of the Workforce Development Strategy 2007-2012 and agree to the consultation proposal recommended in this report.

Report of: Chief Personnel Officer

Subject DRAFT WORKFORCE DEVELOPMENT
STRATEGY 2007-2012

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the development of a new Workforce Development Strategy covering the period from 2007-2012 and ask for endorsement to continue to develop the strategy with a view to implementation from April 2007.

To seek approval from the Portfolio Holder to undertake a consultation exercise with Employees, Elected Members and other key stakeholders as to the content of the strategy.

2 BACKGROUND

In 2005, the Office of the Deputy Prime Minister, the Employers Organisation and the Local Government Association produced the Local Government Pay and Workforce Strategy—"Transforming the Organisation, Improving Performance". The main objective of this strategy is to ensure that local government has the visionary leadership, organisational flexibility and people capacity required to deliver improved services, greater efficiency and better customer focus in front line services.

Hartlepool, like many other local authorities, has and continues to undergo organisational changes brought about by central government policy and expectations and demand from local people and businesses – this means the organisation must develop along with the people it employs and relies upon to deliver excellent services.

To enable Hartlepool Borough Council to meet the challenges ahead a draft Workforce Development Strategy (Appendix A) has been produced to supersede the previous Workforce Development plan published in April 2005.

3. THE STRUCTURE AND OBJECTIVES OF THE WORKFORCE DEVELOPMENT STRATEGY

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

- Organisational Development
- Leadership

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

These 5 strategic priorities have been addressed by Hartlepool Borough Council's People Strategy. The People Strategy provides clear strategic direction in the recruitment, retention and development of employees and has 6 priorities:

- Develop & Promote Active, Visible and Effective Leadership
- Continually Improve What We Do
- Develop Skills of the Workforce
- Promote Healthy Working
- Effectively Recognise, Engage and Reward the Workforce
- Effectively Use Resources and Invest in the Future

The Workforce Development Strategy covers a five-year period from 2007 to 2012 and has clear links and complements and expands upon the People Strategy in terms of the four priorities which overlap between the two documents:

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

This strategy will continue to develop as circumstances demand and in response to new initiatives being developed both locally and nationally.

4. PROPOSED TIMESCALE FOR IMPLEMENTATION OF THE STRATEGY

- 4.1 The proposed timetable for consulting upon, finalising and implementing the draft Workforce Development Strategy is as follows:

02/01/07	Formal Consultation begins
19/01/07	Formal Consultation ends
05/02/2007	CMT consideration of Strategy
26/02/2007	Portfolio Holder consideration of Strategy
01/04/2007	Strategy launched

- 4.2 As the draft Strategy covers 5 years, it is necessary to prioritise actions over the whole of the period. The priorities for the draft Strategy (which are subject to specific consultation) are as follows:

2007/08- 2008/09

- Revised competence frameworks for all levels of the authority
- Increase workforce planning skills among managers

- Develop Leadership & Management Development Programme Core Skills ((LMDP)
- All aspects of elected member development
- Revise appraisal process and Qualification Based Training (QBT)
- Increase Performance management skills amongst managers
- Establish Investors in People (IIP) internal review group & strategy
- Develop workforce skills auditing
- Develop workforce qualification auditing

2009/10 – 2010 / 2011

- Develop career pathways
- Integrate succession planning into Appraisal
- Develop Partnership working skills amongst managers
- Technical skills auditing
- Addressing skills shortages
- Review recruitment and retention strategy
- Establish national qualifications framework (NQF) framework via Hartlepool Ladder
- Core skills
- Coaching & mentoring

2012

- Evaluation
- Accreditation
- Review progress
- Develop new 5 year strategy

5. PERFORMANCE MANAGEMENT ARRANGEMENTS

Once implemented, it is anticipated that actions to implement the Strategy will be included in the Corporate Plan, Departmental and Service Plans and will be monitored in accordance with standard arrangements. In addition, six monthly and annual reports will be submitted to your Portfolio meetings.

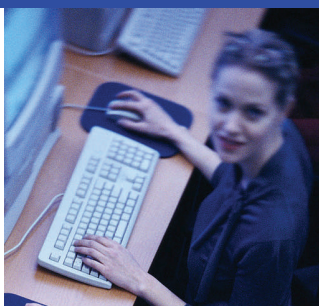
6. RECOMMENDATION

That the Portfolio Holder agrees and endorses the draft Strategy and also agrees to the proposed consultation arrangements.

Contact Officer: Lucy Armstrong
Workforce Development Manager
01429 523476
lucy.armstrong@hartlepool.gov.uk

be the difference

“creating tomorrow’s workforce today”



Workforce Development Strategy 2007—2012

“To recruit, retain and develop the right people, with the right skills, abilities, behaviours and attitudes, at the right time who are committed to improving the performance of the council and the lives of the residents of Hartlepool”

DRAFT DOCUMENT

Introduction
 Executive Summary
 Context
 Achievements
 Our workforce
 Hartlepool Planning Process

1
 2
 3
 4
 5

1

Develop and promote active, visible and effective leadership

Elected Member Development and Community Leadership
 Leadership and Management Development
 Coaching and Mentoring Skills
 Core Management Skills

2

Continually Improve what we do

Performance Management
 Investors in People
 Local Learning Authority
 Life long learning
 Employer of choice
 Partnership & Integrated working

3

Develop skills of the workforce

National Qualification Framework (NQF)
 Workforce Skills Profiling
 Audit of skills and capabilities
 Technical/occupational skills
 Core skills
 Skills for life
 Appraisal

4

Effectively use resources and invest in the future

Workforce employment planning
 Implement competency frameworks
 Succession planning/career pathways
 Addressing skills shortages
 Attracting / recruiting and retaining new people to local Government

"Hartlepool Borough Council recognises that people are it's greatest resource. This strategy complemented by the People Strategy, provides clear direction for each of the 5 departments within the Council, in their approach to workforce planning and in ensuring that we recruit and retain staff who have the right skills, knowledge, behaviours and attitudes to succeed and improve the services we deliver. "

Paul Walker, Chief Executive



" This strategy, which applies equally to Elected Members and employees, provides the vision to enable the Council and its people to continue to improve the excellent services provided to the residents of Hartlepool and be a 4 star authority in the future."

Mayor Stuart Drummond

"Hartlepool Joint Trades Union Committee welcomes the Council's commitment to Workforce Development as contained within the Workforce Development Strategy. The commitment to joint working with the Union Learning Representatives to encourage a life long learning culture across all areas of the authority and the full involvement of the trade unions in training and development is particularly welcomed."

**Edwin Jeffries, Secretary,
Joint Trades Union Committee**



A great deal has been achieved since the introduction of the Hartlepool Borough Council Workforce Development Plan in 2005. The outcomes achieved to date have provided a sound base from which to build on.

The Councils Workforce Development Strategy 2007-2012 has taken account of local, regional and national priorities outlined in the Local Government Pay and Workforce Strategy. We continue to work with regional and cross sector organisations to take our approach to workforce planning forward.

No organisation, either public or private sector, can afford to stand still and Hartlepool Borough Council is changing. We see challenges ahead as exciting and as an opportunity, rather than a threat. We are a modern, performance driven and customer focused council, and this helps us to stay forward-looking and passionate about the services we deliver and the people we serve.

This strategy will continue to develop as circumstances change and priorities are re-aligned. The Workforce Development Strategy will deliver the key actions to develop the skills and abilities of our people and help us to plan for our future workforce requirements.

Key Themes

- Develop and promote active visible and effective leadership
- Continually improve what we do
- Develop skills of the workforce
- Effectively use resources & invest in the future



Executive Summary

Context

In 2005, the Office of the Deputy Prime Minister, the Employers Organisation and the Local Government Association produced the Local Government Pay and Workforce Strategy—"Transforming the Organisation, Improving Performance". The main objective of this strategy is to:
The Local Government Pay and Workforce Strategy identifies five priorities for local authorities:

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

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

These 5 strategic priorities have been addressed by Hartlepool Borough Council's People Strategy. The People Strategy is the overarching driver in terms of people management and motivation. Our aim in Hartlepool, as expressed in the People Strategy is to:

The People Strategy provides clear strategic direction in the recruitment, retention and development of employees and has 6 priorities;

"To recruit, retain and develop the right people, with the right skills, abilities, behaviours and attitudes, at the right time who are committed to improving the performance of the council and the lives of the residents of Hartlepool"

- **Develop & Promote Active, Visible and Effective Leadership**
- **Continually Improve What We Do**
- **Develop Skills of the Workforce**
- Promote Healthy Working
- Effectively Recognise, Engage and Reward the Workforce
- **Effectively Use Resources & Invest in the Future**

The Workforce Development Strategy has clear links and complements and expands upon the People Strategy in terms of four of the six priorities within the People Strategy (highlighted above). This strategy will continue to develop as circumstances demand and in response to new initiatives being developed both locally and nationally.

Performance against the actions identified to implement this strategy will be reported to the Portfolio Holder for Performance Management on a quarterly basis as part of the Council's performance management arrangements with more detailed reports being submitted six monthly. An annual report will also be produced showing progress against the plan. An action plan for the year ahead will be published annually.

be the difference

“creating tomorrow’s workforce today”



Key Themes

Hartlepool Borough Council’s Workforce Development Strategy aims to:

“To recruit, retain and develop the right people with the right skills, abilities, behaviours and attitudes at the right time who are committed to improving the performance of the Council and the lives of the residents of Hartlepool”

Key Themes

Develop and promote active visible and effective leadership:- We will establish a framework and develop political and senior Management skills and abilities which will lead to a continuous improvement culture and ensure we secure the highest of standards in everything we do.

Continually improve what we do:- We will ensure performance management is at the heart of what we do and ensure our processes are benchmarked against other organisations through national bodies like Investors in People. We will promote a life long learning culture and work with key partners such as Trade Unions and the Learning & Skills Council.

Develop skills of the workforce:- We will introduce new and innovative ways of measuring the skills of our workforce. Where there are gaps, we will respond quickly to address the shortages ensuring services don’t suffer.

Effectively use resources & invest in the future:- We will undertake work-force planning both corporately and departmentally to ensure the needs of our future workforce are addressed now and that we retain talent within the Authority. Succession planning and career pathways will be devised and implemented to ensure we maximise the use of our greatest resource—our people.

The Five Directorates

The Council is divided into 5 directorates. The Chief Officers from each directorate come together to make up the Corporate Management Team, which meets fortnightly to discuss progress the Council is making in all areas of its work. One of the roles of the Corporate Management Team, which comprises of 4 Directors and the Chief Executive, is to ensure that opportunities for development are devised, agreed, rolled-out consistently and evaluated for impact on return on investment.

Chief Executives Department



The Chief Executives Department, which consists of four divisions (Corporate Strategy, Human Resources, Legal and Finance) provide the corporate lead within their functions on central functions..

Workforce planning is vital to ensure that we continue to provide a high level of service to the people we serve, with staff that are appropriately qualified, experienced and understand our customer needs in the short and long term.

To build upon our past success, we rely on our employees to take the initiative and develop their skills.

Paul Walker, Chief Executive

The Divisions of the Chief Executives Department



Andrew Atkin, Assistant Chief Executive

Corporate Strategy, Democratic Services, e-government, Public Relations and Scrutiny Support.



Joanne Machers, Chief Personnel Officer

Human Resources Operations and HR Advisors, Employee Well-being, Workforce Development & Diversity, Elected Member Development, Contact Centre.



Tony Brown, Chief Solicitor

Legal Division—provides for all legal services required by the Council



Michael Ward, Chief Financial Officer

Accountancy Service, Internal Audit, Revenues & Benefits, Insurance Service, Payments Service, Support Service

Neighbourhood Services Department



"The Neighbourhood Services Department is responsible for a range of locally delivered services, such as, Street Cleansing, Grass Cutting, Street Lighting, Fly Tipping, Refuse Collection and Recycling to name but a few.

We also have Council wide responsibility for Emergency Planning, Procurement, and Cleaning and Maintenance of all Council Buildings. Also Environmental Health, Trading Standards and Licensing functions.

Our aim is to work hand in hand with communities and to provide and develop excellent services that will improve the quality of life for people living in Hartlepool neighbourhoods.

Workforce Development Planning is about acting now to gather the people and skills necessary to deliver effective services in the future.

The delivery of consistent and effective service improvement relies on the skills and capacity of the workforce. The Workforce Development Strategy helps achieve this and provides a framework for delivering training and development opportunities to the workforce for the year ahead".

Dave Stubbs, Director of Neighbourhood Services

Regeneration & Planning Services Department



"The aim of Regeneration and Planning Services is to eliminate disadvantage in the community by delivering a range of services that will enable the regeneration of Hartlepool to continue, further develop the local economy and provide employment opportunities for people of the town. In addition the department provides the Council's strategic lead role in relation to Community Safety, Housing and on the Community Strategy.

Recruitment and retention is already proving difficult in some areas. A national shortage of good quality Planning Officers, Building Control Surveyors and Regeneration staff in particular mean that other Local Authorities as well as some Private Sector organisations are now offering staff in these disciplines highly attractive salary packages and various other incentives. Effective Workforce Development Planning will help us to meet this challenging situation in the future and make sure we have the right people in place to deliver our services.

The Workforce Development Strategy will also ensure that our staff continue to be equipped with the knowledge and skills necessary to deliver even better services to meet the needs of a diverse community in a constantly changing environment heavily influenced by the Government and Regional policy of the day."

Peter Scott, Director of Regeneration & Planning Services



Adult & Community Services Department

The Adult and Community Services Department is responsible for a wide range of services including Adult Social Care and a range of community and leisure services including Adult Education, Libraries, Sports & recreation, Cultural Heritage- parks & Countryside.

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

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

Workforce planning is important to all departments, and we are committed to enabling our staff to have appropriate skills to deliver effective services.

Nicola Bailey, Director of Adult & Community Services



Children's Services Department

The Children's Services Department covers school education, children's social services, the youth service, the Children's Fund and play development. It organises and delivers services to children and young people in Hartlepool in new and more integrated ways.

In compliance with a requirement of the Children Act 2004 to promote cooperation between the local authority and its partners, the Children and Young People's Plan, covers all services available to the Children and Young People of Hartlepool and is supported by a Children's Workforce Strategy.

The Children's Workforce Strategy recognises that our ability to improve outcomes and ensure that children and young people achieve their full potential depends on the hard work, commitment, skill and competence of our workforce. Workforce planning and development is essential to ensure that those people who plan, Manage, and deliver services have the skills and capacity to do so and that a skilled and stable workforce is led and deployed effectively around the needs of children and young people to improve outcomes for them.

The Children's Workforce Strategy addresses the workforce reform, modernisation and development priorities across the whole children's workforce in Hartlepool. This complements the Council's Workforce Development Strategy, and together they provide a strategic workforce development framework to meet the challenges facing Hartlepool's children's services.

Adrienne Simcock, Director of Children's Services



"creating tomorrow's workforce today"

The Hartlepool Learning Mission

Hartlepool Borough Council recognises that people are its greatest resource.

Our mission is simple:

"To enhance learning, develop our employees and Elected Members at all levels and support change".

We will achieve this by:

- Undertaking regular reviews of the opportunities for development offered to our employees and Elected Members
- By listening to employee and Elected Member views and gathering feedback
- Providing development opportunities to unlock the potential of all our employees and Elected Members.
- Developing and delivering appropriate, cost-effective learning solutions to meet corporate objectives and individuals' needs.
- Encouraging lifelong learning with all our employees and Elected Members
- Working in partnership with the Joint Trade Unions to support employee development
- Scanning the external environment to identify sources of funding to support development and learning within the Council
- Promoting access to learning opportunities and ensuring that no individual is disadvantaged or discriminated against in relation to training, learning and development.

Achievements

This strategy supersedes the previous Workforce Development Plan 2005-2010. During 2005-2007 period, a number of key targets and priorities have been completed. These include:

- ✓ Workforce planning training delivered to key officers within the Authority
- ✓ Workforce planning incorporated into service planning from 2007/2008
- ✓ Leadership and management development programme phase 1 complete and phase 2 established and being delivered to over 400 managers and supervisors
- ✓ “Tomorrows Manager” programme established and rolled out to employees who are considered to be “rising stars”
- ✓ ITQ programme devised and being delivered to “up skill” staff around the “core values” theme of ICT
- ✓ “Diversity in the Workplace” purchased, customised and being delivered as part of the “equality & diversity” theme of the “core value” programme
- ✓ Health and safety suite of training sessions established as part of the “core values” programme
- ✓ Member Development Group signed up to the Member Development Charter
- ✓ Customer service strategy agreed and adopted to drive the customer service theme of the “core values” programme forward in 2007
- ✓ Review of apprenticeship programme as part of the “attracting young people to local government” strategy
- ✓ Review of Basic Skills strategy and revised strategy in place
- ✓ Stronger partnership working with local colleges of Further Education and Higher Education, independent training providers and funding bodies such as the Learning & Skills Council.

To understand our workforce, we need to ensure we are collecting relevant and accurate data on a timely basis. This data helps us to plan for the challenges and changes ahead. We collect this data via a number of routes: employee annual survey, payroll data, departmental audits and soon to be introduced skills audits. Some departments hold more data than others, and one of key challenges is to improve the availability of workforce data, streamline the collection of this data and ensure it is consistent across the authority.

No of staff in fixed term employment per dept.

	CEX	%	DACS	%	DChS	%	DNS	%	DRP	%
Male										
Female										

No of starters /leavers over last 3 years

	CEX		DACS		DChS		DNS		DRP	
New Staff 2004	14		166		57		123		17	
Leavers 2004	30		241		55		127		12	
New Staff 2005	30		192		61		184		30	
Leavers 2005	22		215		55		226		24	
New Staff 2006	14		70		30		72		19	
Leavers 2006	12		133		45		108		15	

Age Profile per department

	CEX	%	DA CS	%	DChS	%	DNS	%	DRP	%
24 and un- der	29	9.7	53	8.3	29	6.1	39	3.8	21	11.4
25-34	60	20.0	94	14.7	93	19.4	97	9.5	45	24.5
35-44	105	35.0	191	29.8	130	29.1	331	32.3	43	23.4
45-54	78	26.0	185	28.9	154	32.2	351	34.2	60	32.6
55-64	28	9.3	117	18.3	73	15.2	204	19.9	14	7.6
65 and over	0	0.0	1	0.16	0	3	3	0.29	1	0.54

Scale point v age profile

Chief Executives Department

	Up to SCP 17	SCP 18—34	SCP 35—45	SCP 46+
24 and under				
25-34				
35-44				
45-54				
55-64				
65 and over				

Neighbourhood Services

	Up to SCP 17	SCP 18—34	SCP 35—45	SCP 46+
24 and under				
25-34				
35-44				
45-54				
55-64				
65 and over				

Regeneration & Planning Services

	Up to SCP 17	SCP 18—34	SCP 35—45	SCP 46+
24 and under				
25-34				
35-44				
45-54				
55-64				
65 and over				

Children's Services

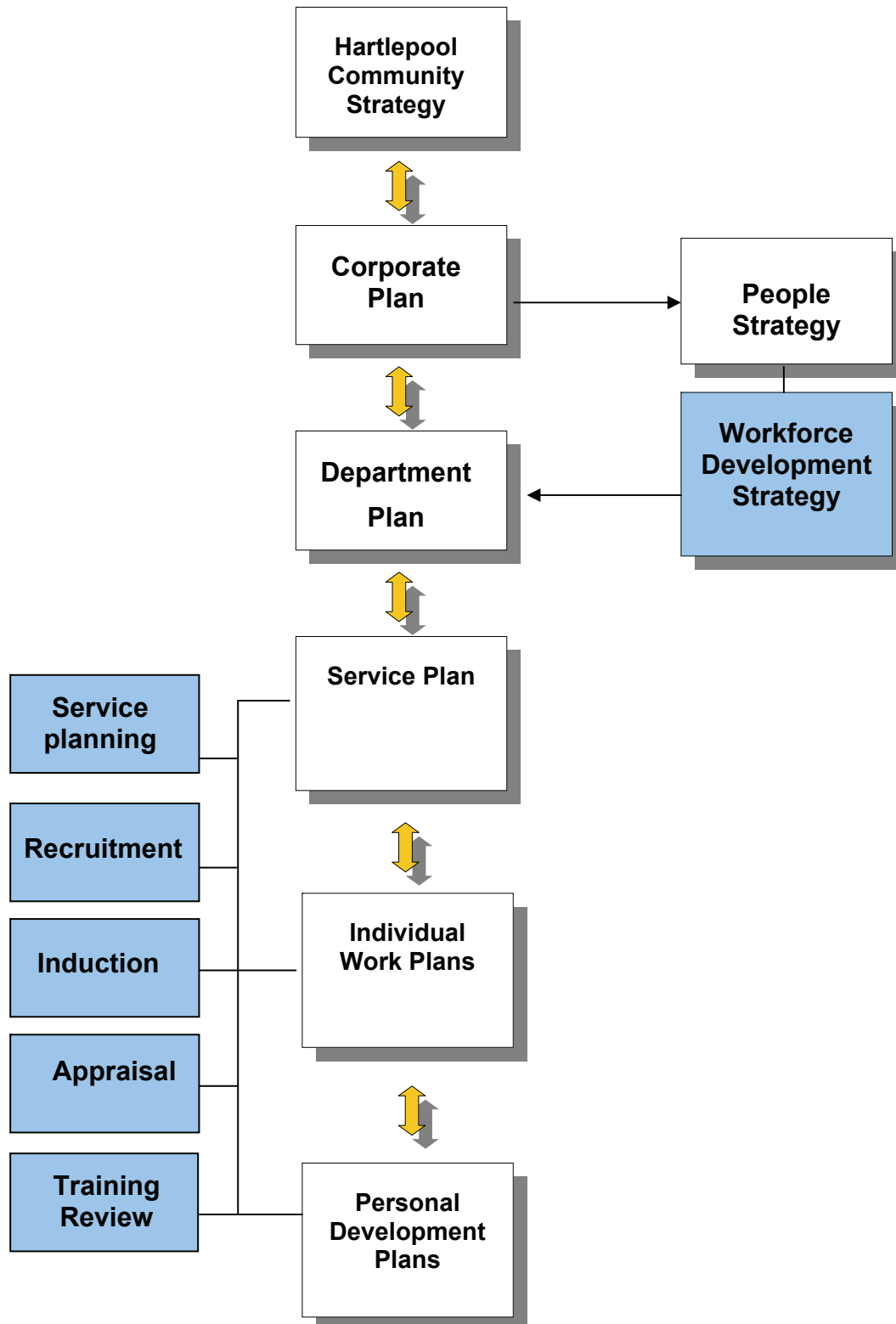
	Up to SCP 17	SCP 18—34	SCP 35—45	SCP 46+
24 and under				
25-34				
35-44				
45-54				
55-64				
65 and over				

Adult & Community Services

	Up to SCP 17	SCP 18—34	SCP 35—45	SCP 46+
24 and under				
25-34				
35-44				
45-54				
55-64				
65 and over				

Hartlepool Planning Process

This framework shows the link between Council Strategies and Plans



"creating tomorrow's workforce today"



Hartlepool Borough Council & Trade Unions LEARNING AGREEMENT

What we want to do:

- To build a successful and effective learning and development partnership
- To work in partnership to produce and monitor a corporate workforce development plan
- To support the work of Trade Union Learning Representatives and the Together project
- To encourage all employees to participate in skills for life and vocational development activities

What the agreement covers:

- ALL employees of Hartlepool Borough Council
- Support to attend learning and development activities
- Support to enable Union Learning Representatives to carry out their role
- The right to raise grievances via the existing procedures if dissatisfied

How we are going to do it:

through a partnership approach and supporting the work carried out by

- The corporate workforce development steering group
- The union learning representatives steering group
- The union learning representatives

And adhering to our underlying principles that include

- Equal opportunities, equal access to learning and development activities
- Confidentiality and the use of information for statistical purposes only

1. Develop & promote active visible and effective leadership

1.1 Elected Member Development and Community Leadership

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core management skills

1.1 Elected Member Development and Community Leadership

Current Position

The Council recognises the need for skilled political and community leadership. A Member Development Steering Group, chaired by the Performance Management Portfolio Holder will develop and direct elected member development activities.

Key Actions achieved to date are:

- Member Development Strategy in place
- Annual training plan published and monitored
- Agreement in place to seek external accreditation with NEREO's Member Charter initiative and/or seek Investors in People status
- Developing ICT skills to meet e-government requirements through the delivery of NVQ ITQ to members

What we need to achieve

- ✓ Deliver a clear vision through a recognisable and talented political and officer leadership team.
- ✓ Developing existing community leadership skills
- ✓ Attracting and encouraging potential future elected members from diverse backgrounds
- ✓ Meet personal member development needs through a focused programme that also supports Council's needs.

How we are going to achieve this

- ✓ Implementation of comprehensive competency framework linked to roles
- ✓ Undertaking Member training needs analysis
- ✓ Continuous improvement of member induction programme
- ✓ Introduction of Member accountability statements / job descriptions
- ✓ Introduction of Member performance management process
- ✓ Introduction of Member coaching programme
- ✓ Introduction of Member mentoring scheme

1. Develop & promote active visible and effective leadership

1.1 Elected Member Development and Community

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core management skills

1.2 Management and Leadership Development

Current Position

The Council has a long history of investing in the academic ability of managers and supervisors throughout the organisation. We also recognise that over the coming years we will undergo rapid organisational change that will affect all employees as well as our style and culture. All managers, team leaders and supervisors will play a key role in delivering and sustaining this change and will therefore be required to take part in the corporate Leadership & Management development programme and associated activities.

What we need to achieve

- ✓ The “Hartlepool Manager” is expected to champion the development of management capacity and capability and to encourage and promote a learning culture. They will lead by example by taking up and providing learning opportunities.
- ✓ Provide a sustainable accredited Leadership & Management Development programme, incorporating a different theme throughout each phase, to respond to the changes within Local Government.

How we are going to achieve this

- ✓ Ensure senior management capacity needs are planned and delivered
- ✓ Senior management performance agreements
- ✓ Design and implement management induction programme
- ✓ Senior management workforce planning
- ✓ Designing and developing an appraisal system for managers based on the Council’s skills framework for managers
- ✓ Ensuring Continuous Professional Development issues are considered in the annual corporate training plan and in departmental training plans
- ✓ Developing talented prospective future managers and retaining their services within local government

1. Develop & promote active visible and effective leadership

1.1 Elected Member Development and Community

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core management skills

1.3 Coaching and Mentoring Skills

Current Position

Coaching is a confidential partnership that expands an individual's ability to develop wider and deeper for peak performance with more satisfying results.

Mentoring is a one-to-one, non-judgemental relationship in which an individual voluntarily gives time to support and encourage another. This is typically developed at a time of transition in the mentee's life, and lasts for a significant and sustained period of time." (Active Community Unit, Home Office)

Whilst there is no formal coaching and mentoring programme within the council at the moment, many of our staff use these techniques with their teams without realising they are doing so.

What we need to achieve

- ✓ Cascade a coaching culture from senior managers and Members throughout the organisation
- ✓ Design a coaching programme to ensure skill development opportunities are available to managers
- ✓ Ensure the "Hartlepool Manager" can act as an effective coach with their staff
- ✓ Ensure the "Hartlepool Manager" can act as a mentor to staff, turning everyday activities into learning opportunities

How we are going to achieve this

- ✓ Explore opportunities to secure external funding for the delivery of a coaching programme
- ✓ Identify pilot group of staff to undertake formal coaching skills programme
- ✓ Evaluate pilot scheme
- ✓ Roll-out to larger group of staff if successful
- ✓ Incorporate into new manager induction programme
- ✓ Include mentoring skills into Leadership & Management Development Programme
- ✓ Introduce "Management Mentors" programme for new managers

1. Develop & promote active visible and effective leadership

1.1 Elected Member Development and Community

1.2 Management and Leadership Development

1.3 Coaching and Mentoring Skills

1.4 Core Management Skills

1.4 Core Management Skills

Current Position

The development of managers is an important aspect of Hartlepool Borough Council's Leadership & Management Development Programme. This group of employees are seen as the key to unlocking the barriers and delivering the changes necessary to achieve the improvements required of a modern local authority.

The Core groups of management skills of the Hartlepool Manager are:

1. People Management
2. Performance Management
3. Risk Management
4. Financial Management
5. Change Management

What we need to achieve

- ✓ A programme which promotes equal access to all managers and supervisors, which fits their learning preferences
- ✓ Profiling the middle managers' and first line supervisors individual needs and aspirations
- ✓ Introduce a "continuous management development" (CMD) culture in Hartlepool Borough Council
- ✓ Consistent approach to managing people at all levels
- ✓ Investigate the possibility of securing external funding to run an accredited core management programme

How we are going to achieve this

- ✓ Review and produce up to date competency frameworks that mirror the core management skills needed
- ✓ Provide development opportunities for first line supervisors and middle managers to progress within the council
- ✓ Introduce "Management Mentors" programme for new managers
- ✓ Link our development activities to the National Management Standards

2. Improve What we do

2.1 Performance Management Skills

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of choice

2.5 Partnership working

Performance Management Skills

Current Position

Performance management in Hartlepool has improved significantly over the last few years and a more streamlined approach has been introduced using a corporate performance management IT system to monitor, record and report on progress against the key plans and strategies a modern council has to produce.

Some of our staff have undertaken both academic and work-based performance management skills training, however this is in isolated areas and with no consistent approach.

What we need to achieve

- ✓ All employees managing their own performance and being aware of their individual, team and departmental performance targets.
- ✓ Further integrate more plans into the corporate performance management database.
- ✓ All employees to recognise that performance is managed in a number of ways for example appraisals, attendance monitoring, BVPI targets etc.
- ✓ Managers managing performance of their team

How we are going to Achieve this

- ✓ Performance management an integral part of the “Hartlepool Manager” profile and core management competencies
- ✓ Revise current Performance appraisal scheme
- ✓ Ensure all managers have had training on appraisals and other performance management activities to ensure a consistent approach.
- ✓ Use of skills auditing to identify those staff with performance management skills who can provide support to new managers and supervisors.

Improve What we do

Performance Management

Investors in People

Local Learning Authority / Skills for Life

Employer of choice

Partnership working

Investors in People

Current Position

Prior to the corporate restructure in 2005, all of the six departments had Investors in People (IiP) accreditations. Currently three of the newly formed five departments have Investors in People level one accreditation. All the Departments within Hartlepool Borough Council take their commitment to Investors in People very seriously. Working groups have been established, made up of a cross section of departmental employees, to ensure that the commitment comes from all levels of the workforce.

The new IiP standard means that any organisation achieving IiP accreditation is accredited at level 1. Once you have IiP accreditation you have a "profile". The profile has 4 levels.

- **Level 1** represents an organisation meeting the Standard and demonstrating good practice
- **Level 2** represents an organisation exceeding the requirements of the Standard. This is shown by their achievement of at least 50% of the level 2 and 3 statements.
- **Level 3** represents an organisation significantly exceeding the requirements of the Standard. This is shown by their achievement of all the level 2 and 3 statements.
- **Level 4** represents an organisation demonstrating excellent practice. This is shown by their achievement of all the level 4 requirements.

What we need to achieve

- ✓ All 5 departments and Elected Members to achieve Investor in People status
- ✓ All departments to work towards increasing the "profile" level of Investors in People status year on year.
- ✓ Investors in People to be obtained corporately, which will include Elected Member Development.

How we are going to Achieve this

- ✓ Provide support to departments corporately by identifying employees who can be formally trained and accredited as Internal Champion and Internal Reviewer.
- ✓ Review our corporate appraisal and personal development policy to meet the requirements of the revised Investors in People criteria and framework.
- ✓ Revise the Post-Entry Training documents to include elements of the Investor in People framework.
- ✓ Internal Review Strategy to be devised and implemented by Workforce Development Section.

2. Improve What we do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of choice

2.5 Partnership & Integrated working

2.3 Local Learning Authority / skills for life

Current Position

Skills for life include basic, reading, writing, communication and numeracy needed to function at work and in everyday life. Research carried out by the Basic Skills Agency in 2001 found that on average in England 24% of the population have poor literacy and numeracy skills. In Council Wards across Hartlepool poor literacy skills are reported (in The Skills for Life Survey 2003) as ranging from 16% to 40% and poor numeracy skills from 14% to 47%. Since many Council employees live in Hartlepool this issue needs to be addressed as part of the workforce development strategy and to help emphasise the importance of lifelong learning to everyone.

The Culture within Hartlepool Borough Council is to “ support learning and development of our employees and Elected Members.” “Learning” , whether it be driven by the individual or as part of a corporate activity programme, is the key to developing employees and links directly to succession planning and career pathways.

The council encourages lifelong learning and development via initiatives such as the Together Project—a joint trade union led project aimed at raising the basic skills of the workforce. The Council work in partnership with Union Learning representatives to promote learning amongst all groups of employees.

The Council is the biggest employer in the town, and over 70% of the workforce live in Hartlepool. Any development our employees undertake has a direct impact on the community within Hartlepool as a whole.

2. Improve What we do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of choice

2.5 Partnership & Integrated working

Local Learning Authority / skills for life (cont.)

What we need to achieve

- ✓ Further work will be done to roll out an induction programme across all the departments and ensure the Common Core of Skills and Knowledge is integral to the development of staff.
- ✓ Identification of the most appropriate method of identifying those groups of employees who do not hold an NVQ level 2 or equivalent qualification

How we are going to Achieve this

- ✓ Completing a basic skills audit
- ✓ Reviewing & revising the current corporate basic skills strategy
- ✓ Working in partnership with the Joint Trade Unions and utilising the skills of Union Learning Representatives to promote a lifelong learning culture
- ✓ Expanding the use of the Learning Resource Centre incorporating e-learning programmes into the life skills training programme
- ✓ Union Learning Representatives formally trained and to hold Information, Advice and Guidance qualification at minimum of NVQ level 2

2. Improve What we do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of Choice

2.5 Partnership & Integrated Working

2.4 Employer of Choice

Current Position

Hartlepool Borough Council is the largest employer in the town and as such recognises its responsibility to comply with current and forthcoming diversity legislation in both service delivery and employment. We aim to continue to demonstrate a proactive approach to diversity issues and encouraging a more diverse workforce that reflects the makeup of the community.

The Council is aware that in order to attract and retain employees of all ages and backgrounds, who have the skills and experiences essential to the development of the organisation, we must promote the organisation as an employer of choice. We intend to continue to do this by introducing new and developing current employment policies and working arrangements.

What we need to achieve

- ✓ Promote careers in Local Government to all groups within the local Community
- ✓ Explore collaborative projects with other Local Authorities to ensure that talent is not lost from the public sector
- ✓ Ensure the “Hartlepool Package” is attractive and is competitive in terms of benefits, working practices and development opportunities.

How we are going to achieve this

- ✓ Increasing the retention of talented employees in key occupational areas
- ✓ Developing career pathways to encourage career development for employees at all levels and in key occupational areas
- ✓ Developing competency framework to enable employee to demonstrate their knowledge and practical skills and abilities
- ✓ Ensure our workforce is representative of the diverse local community.

2. Improve What we do

2.1 Performance Management

2.2 Investors in People

2.3 Local Learning Authority / Skills for Life

2.4 Employer of choice

2.5 Partnership & integrated working

2.5 Partnership working

Current Position

The Council recognises the importance of working in partnership with other public bodies, the business sector, voluntary agencies, Trade Unions and community groups and already has a number of well established processes at both a strategic and operational level.

In terms of Workforce Development, a number of both local and regional partnerships already exist with the Learning & Skills Council, Colleges of Further Education, Higher Education institutes and private training providers within the Tees Valley.

A Learning Agreement already exists with the Joint Trade Unions.

What we need to achieve

- ✓ Partnerships with learning providers who can add value to our workforce development arrangements
- ✓ Embark on collaborative arrangements with other employers to ensure best use of resources and gain economies of scale in relation to development costs
- ✓ Develop partnership working opportunities for staff to increase their experience, skills and networking to ensure all situations offer earning opportunities

How we are going to achieve this

- ✓ Continue to identify local and regional groups in which to participate
- ✓ Include partnership working as a theme in our development programmes
- ✓ Identify those officers with experience of partnership working and provide mentoring opportunities to new staff using this valuable resource
- ✓ Scan the external environment for opportunities to access external funding to support the actions identified as part of the Workforce Development Strategy 2007-2012
- ✓ Working in partnership with the Trade Unions to promote learning for all.

3. Develop the skills of the workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational skills

3.5 Core Skills

3.1 National Qualification Framework

Current Position

Qualification based training within the Council is sporadic across the various departments. Different roles require different levels of skills, qualifications and abilities.

Some Managerial posts require certain levels of academic standing e.g. a Customer Service Manager may require to be educated to NVQ level 4 or equivalent.

Most of our corporate training, which includes the management development element, is not accredited to any awarding body, making the course unique to Hartlepool. Whilst this is an advantage in ensuring messages and training are delivered in the “Hartlepool Way”, employees cannot transfer this learning to other roles where they may not be recognised.

What we need to achieve

- ✓ Roles linked to a level of competence as per the National Qualification Framework
- ✓ Accredited training offered in addition to the customised “Hartlepool” training
- ✓ Commitment to ensure all employees are offered the opportunity to have a minimum of a NVQ level 2 qualification or equivalent
- ✓ Training delivery specialists grown from within in specific learning areas

How we are going to achieve this

- ✓ “The Hartlepool Learning commitment” - Revise the qualification based training process to ensure all employees are entitled to a first NVQ level 2 or equivalent—a Union Learning Representative led project
- ✓ Explore all opportunities to accredit the corporate training offered via Workforce Development
- ✓ Using information from skills and qualification audits, collect data on staff attainment in the categories of the National Qualification Framework to benchmark and demonstrate increase in skills level as a result of projects.

3. Develop the skills of the workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational skills

3.5 Core Skills

3.2 Workforce Skills Profiling

Current Position

Skills auditing of the workforce is a mammoth task—but not impossible. In previous years, various departments have taken different approaches to collecting data on employee skills. As a result of this there is an inconsistent picture across the council which needs to be addressed in order for us to ascertain our current position.

If we don't know where we are starting from, it will be impossible to tell where we need to get to and how we will get there.

What we need to achieve

- ✓ Agreed skill descriptors and levels for each group of role within the council
- ✓ A clear picture of our skill base
- ✓ A system of keeping it up to date

How we are going to achieve this

- ✓ Pilot on-line skills audit with specific groups of employees e.g. managers and customer service staff within the first 12 months of this strategy
- ✓ Use the results to evaluate the benefits of such a project
- ✓ Develop a system for skills auditing using lessons learnt from the pilot
- ✓ Agree timescales for departmental roll-out and arrangements for keeping information up to date

3. Develop the skills of the workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational skills

3.5 Core Skills

3.3 Qualification Auditing

Current Position

Qualification audits have been undertaken in some of our departments and most recently in Children's Services. One of the benefits of qualification audits is the highlighting of hidden qualifications that staff may have which could add value to services offered. For example, employees with qualifications in health and safety or teaching / training which aren't specifically relevant to the job role at the moment, but could be in the future as services develop and modernise.

There is currently no preferred method of obtaining the information collected via a qualification audit, nor is there any benchmarking undertaken either within or outside the council.

What we need to achieve

- ✓ A consistent qualification auditing tool which is relevant to all departments and groups of staff
- ✓ Minimum qualification levels for tiers and groups of staff and opportunities to ensure this requirement can be met
- ✓ Stronger links with partners like the Adult Education Service to ensure that qualification levels can be increased from within the council
- ✓ A commitment and ambition from all employees to lifelong learning and personal development

How we are going to achieve this

- ✓ Develop a qualification auditing system to be undertaken at the same time as the skills audit to avoid duplication
- ✓ Introduce "The Hartlepool Learning Ladder" (appendix 2) to ensure that all employees understand what level of qualification their role requires
- ✓ Via "The Hartlepool Learning Commitment" ensure that all staff have a minimum of an NVQ level 2 or equivalent (not necessarily in their occupational area)

3. Develop the skills of the workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational skills

3.5 Core Skills

3.4 Technical / Occupational skills

Current Position

In order to continue to deliver excellent services to the people of Hartlepool our employees must continue to obtain relevant national recognised qualifications, skills and abilities as well as take part in continuous professional development activities.

Technical and occupational skills are the specific qualifications or training that a person is **required** to undertake to meet the requirement of a role, usually determined by a national council or leading body, or by the Council set as a minimum standard. For example, electricians, social workers, finance, legal, accountants, lawyers, cooks, engineering technicians.

Job specific training and development is managed by departments and supported where necessary in the corporate annual training plan. There are also a number of skills that have been identified in the Pay & Workforce Strategy that are vital to improving performance and efficiency.

What we need to achieve

- ✓ Expertise—to recognise which technical / occupational skills fit within roles
- ✓ Avenues and opportunities for employees to gain technical and occupational skills
- ✓ Demonstrate the return on investment—retaining occupational and technical skills within the council

How we are going to achieve this

- ✓ Carrying out a comprehensive technical qualifications audit to identify skills gaps using the agreed process for skills auditing
- ✓ Benchmarking qualifications and roles to identify minimum standards
- ✓ Developing career pathways
- ✓ Continually reviewing the Council's recruitment and retention strategy and associated plans that address posts within skills shortage areas.
- ✓ Setting minimum standards for qualifications in line with national qualification framework
- ✓ Exploring the possibility of accrediting in-house delivery to meet some of the requirements of technical qualifications
- ✓ Revise the Post-Entry Training process to include technical qualification guidance

3. Develop the skills of the workforce

3.1 National Qualification Framework

3.2 Workforce Skills Profiling

3.3 Qualification Auditing

3.4 Technical / Occupational skills

3.5 Core Skills

3.5 Core Skills

Current Position

Core skills refer to the skills, knowledge and behaviours required by all employees to deliver high quality services to the people of Hartlepool. These include:

- Health & Safety
- Equality and Diversity
- Information and Communication Technology
- Customer Service

Other core skills that are needed to deliver modern local government services may be identified following discussions with departments and the development of core competencies for all posts.

What we need to achieve

- ✓ An agreed minimum standard in each of the 4 core skills to ensure consistency across the council
- ✓ Accredited qualification training in core skills which is then transferable across different roles
- ✓ Updated and revised competency frameworks for all roles to inform the levels of training we need to offer
- ✓ Sustainable projects to up-skill our workforce

How we are going to achieve this

- ✓ The corporate training plan will be reviewed each year and provide a programme of training events that reflects the core skills required as they are identified.
- ✓ Ensuring corporate and departmental training plans reflect training needs identified via individual performance appraisals and the results of skills audits
- ✓ An evaluation programme that will measure the impact of training and Improving the skills of employees on service delivery to the public.

4. Effectively use resources & invest in the future

4.1 Workforce Planning

4.2 Competency frameworks

4.3 Succession planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / recruiting and retaining new people to Local Government

4.1 Workforce Planning

Current Position

In order to meet strategic organisation and service requirements a systematic planning process is essential. This includes the production of reliable and valid workforce data to establish the current situation, provide an analysis of future need and present a clear corporate understanding of the direction in which the Council is to proceed.

What we need to achieve

- ✓ Ensure all managers are undertaking workforce planning on a regular basis
- ✓ Future workforce needs are catered for in light of changing legislation, working practices and employee expectations
- ✓ Employees with the skills we need now and in the future

How we are going to achieve this

- ✓ By working with Departments to help them understand their workforce
- ✓ Giving managers the skills and tools to undertake workforce planning
- ✓ Building workforce planning into service planning
- ✓ Developing succession planning and career pathways for key roles
- ✓ Producing an annual corporate training plan to assist with employee Development driven by departmental workforce development plans
- ✓ Producing annual departmental training plans to ensure that priorities are identified
- ✓ Develop & implement a corporate workforce development data collection system
- ✓ Annual monitoring, reviewing and revision of the Workforce Development Strategy

4. Effectively use resources & invest in the future

4.1 Workforce Planning

4.2 Competency Frameworks

4.3 Succession Planning

4.4 Career Pathways

4.5 Skills Shortages

4.6 Attracting / recruiting and retaining new people to Local Government

4.2 Competency Frameworks

Current Position

The Council has competency frameworks in place at the moment, at 3 levels:

Level 1—Chief Officers

Level 2—Senior Officers

Level 3—Team Leaders & Supervisors

However, these are used but not in all areas. The weakness with this current arrangement is that there are no competency frameworks for anyone who doesn't manage people.

What we need to achieve

- ✓ Competency frameworks for each level of the "Hartlepool Learning Ladder"
- ✓ Competency based recruitment processes
- ✓ Competency based performance management - appraisal

How we are going to achieve this

- ✓ Develop a generic competency framework to inform job descriptions at all levels
- ✓ Review management skills framework to ensure clear links to national occupational standards that are endorsed by professional bodies such as Chartered Management Institute.

4. Effectively use resources & invest in the future

4.1 Workforce Planning

4.2 Competency Frameworks

4.3 Succession Planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / recruiting and retaining new people to Local Government

4.3 Succession Planning

Current Position

Succession planning in Hartlepool is not a formal process, mostly reactive rather than proactive. Succession planning involves identifying key roles within the Authority and identifying and developing employees with a view to that person holding the key position when and if the current role holder moves on.

Key roles demand specific behaviours, skills, attributes and qualifications. At present we have some understanding of these roles but there is no definite criteria for recruitment and succession into the roles.

What we need to achieve

- ✓ We need to develop a strategy that will address, amongst others, providing career development and comprehensive training opportunities to enable to achievement of potential and 'grow your own' opportunities.
- ✓ Competence frameworks to assist with recruitment to posts
- ✓ A sustainable management development programme which offers opportunities to progress both personally and professionally

How we are going to achieve this

- ✓ Using the "Be the Difference" brand to develop a range of programmes aimed at specific levels of employees across the authority
- ✓ Introduction of a "fast-track" scheme for employee who show potential and aptitude in an area of the authority (not necessarily management but also occupational)
- ✓ Raising awareness of the "The Hartlepool Ladder" to advise and inform employees what academic level and experience required to progress on to specific roles.

4. Effectively use resources & invest in the future

4.1 Workforce Planning

4.2 Competency frameworks

4.3 Succession planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / recruiting and retaining new people to Local Government

4.4 Career Pathways

Current Position

Career pathways can be described as “route maps” to a certain career goal. For instance, the path a person may take from a Business Admin Modern Apprenticeship to a Human Resources Officer or a Team Leader to a Head of Service.

Specific roles such as social workers and environmental health officers do have formal career pathways, but we need to develop pathways for more roles within the Council. Career grades are also in place for some roles, however these are currently under review and will be re-branded and implemented as part of the single status arrangements once agreed with the Joint Trade Unions.

What we need to achieve

- ✓ Develop a system for planning career pathways to ensure all are consistent and linked to national guidelines, national qualification framework and competence.
- ✓ Opportunities for talented individuals to progress through the pathways to ensure they do not need to look at alternative employment to gain the relevant progression experience
- ✓ A workforce who are ambitious, and committed to personal development

How we are going to achieve this

- ✓ Phased implementation of career pathways beginning with roles at the top tier of the authority and working downwards.
- ✓ Publish career pathways as a source of information, advice and guidance to the workforce via the intranet
- ✓ Introduce career pathways as a recruitment tool to attract new people to Local Government
- ✓ Ensure that requirement highlighted as part of a career pathway, can be accessed by the employee via the Workforce Development Team.

4. Effectively use resources & invest in the future

4.1 Workforce Planning

4.2 Competency frameworks

4.3 Succession planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / recruiting and retaining new people to Local Government

4.5 Skills shortages

Current Position

Hartlepool Borough Council monitors external environment to assess local, regional and national skills shortage areas. This is undertaken in a number of ways including national learner data received from Learning and Skills Council, participating on various regional and national groups whose task it is to look at the skills shortage areas.

For a number of years, Hartlepool have experienced difficulties in recruiting in specific skill areas such as finance, environmental health, social work etc. We have worked in partnership with external partners to try and address these shortages however, as the workforce ages, a number of key skills will disappear from our workforce unless we can implement specific actions to counter the detrimental effect it will have.

What we need to achieve

- ✓ A mechanism for identifying future skills shortage areas within the workforce and a process for addressing gaps.
- ✓ Promote the use of skills audits to ensure we have a full picture of the skills available compared to those we need
- ✓ Offer attractive opportunities in dwindling or problem skill areas and promote Hartlepool as an employer of choice.
- ✓ Develop in house programme to ensure that specific skills do not disappear from our workforce.

How we are going to achieve this

- ✓ Identify future skill shortage areas
- ✓ Regular use of auditing tools such as skills audits and qualification audits
- ✓ Monitor hard to recruit posts
- ✓ Continue to work with Learning & Skills Council Skills Broker specifically in post to support Local Authorities and other public sector organisations
- ✓ Share existing skills and knowledge
- ✓ Review posts periodically to identify key tasks which can be reallocated to ensure that roles can be filled and that there are no barriers to the recruitment process
- ✓ Offer apprenticeships in skills shortage areas

4. Resources and investing in the

4.1 Workforce Planning

4.2 Competence frameworks

4.3 Succession planning

4.4 Career Pathways

4.5 Skills shortages

4.6 Attracting / recruiting and retaining new people to Local Government

4.6 Attracting / recruiting and retaining new people to Local Government

Current Position

The average age of the Council's workforce is increasing with the latest figures indicating that the majority of employees are aged between 34 and 55. There is therefore an obvious need to attract new people to work within local government and address the poor image of taking up a career in the public sector.

One of the areas we most need to target is the younger workforce, where skills and careers can be guided to develop our own workforce of the future. We currently undertake a number of actions to attract young people to local government and we participate in local, national and regional projects to help raise the profile of the public sector and the opportunities it offers.

What we need to achieve

- ✓ Recruitment strategies which reflect the short, medium and long term needs of our workforce
- ✓ Commitment from the Corporate Management Team to a range of initiatives which will support this key objective

How we are going to achieve this

- ✓ Providing work experience placements to school pupils, students and others such as women returners and other groups
- ✓ Promoting working in local government as a career with school, connexions, Job Centre Plus and other agencies
- ✓ Expanding the current Modern Apprenticeship scheme to include identified skill shortage areas
- ✓ Supporting the National Graduate Development Programme
- ✓ Taking part in Local Democracy Week in October each year and any similar local or regional events

Priority targets to be achieved by 31st March 2009

- Revised competence frameworks for all levels of the authority
- Increase Workforce planning skills among managers
- Develop LMDP Core Skills
- All aspects of Elected Member Development
- Revise Appraisal process and QBT
- Increase Performance management skills amongst managers
- Establish Investors in People internal review group & strategy
- Develop Workforce skills auditing
- Develop workforce qualification auditing

Priority targets to be achieved by 31st March 2011

- Develop career pathways
- Integrate succession planning into Appraisal
- Develop Partnership working skills amongst managers
- Technical skills auditing
- Addressing skills shortages
- Review recruitment and retention strategy
- Establish NQF framework via Hartlepool Ladder
- Core skills
- Coaching & Mentoring

Priority targets to be achieved by 31st March 2012

- Evaluation
- Accreditation
- Review progress
- Develop new 5 year strategy

For the workforce development strategy to be effective and achieve the targets set, a strategic working group has been established who will monitor the plan on a quarterly basis .

This group consists of:

Wally Stagg	CEX:HR
Lucy Armstrong	CEX:HR
Alison Oxley	CEX:HR
Sarah Culshaw	Children's Services
John Leach	Children's Services
Margaret Hunt	Adult & Community
Maggie Heaps	Adult & Community
Gwenda Pout	Adult & Community
Carol Davis	Neighbourhood Services
Angela Read	Neighbourhood Services
Lynn Finn	Regeneration & Planning
Steve Williams	UNISON
Val Dent	UNISON

The National Qualifications Framework (NQF) has been revised by the Qualifications and Curriculum Authority (QCA) to recognise more precisely the academic levels of qualifications at the higher levels of the framework; it applies to England, Wales and Northern Ireland.

Key Skills	NVQs	National Qualifications Framework (NQF)		Framework for Higher Education Qualification (FHEQ)
		Original Levels	Revised levels #	
	Level 5 NVQs	Level 5 BTEC Advanced Professional Diplomas, Certificates and Awards	Level 8 BTEC Advanced Professional Diplomas, Certificates & Awards	D (Doctoral) doctorates
			Level 7 BTEC Advanced Professional Diplomas, Certificates & Awards	M (Masters) masters degrees, postgraduate certificates and diplomas
Level 4 Key Skills	Level 4 NVQs		Level 6 BTEC Professional Diplomas, Certificates & Awards	H (Honours) Bachelors degrees, graduate certificates and diplomas
		Level 4 BTEC HNDs and HNCs	Level 5 BTEC HNDs and HNCs	I (Intermediate) diplomas of higher education and further education, foundation degrees, higher national diplomas
Level 3 Key Skills	Level 3 NVQs	BTEC Professional Diplomas, Certificates and Awards	BTEC Professional Diplomas, Certificates and Awards	
			Level 4 BTEC Professional Diplomas, Certificates and Awards	C (Certificate) Certificates of higher education
Level 2 Key Skills Literacy Numeracy	Level 2 NVQs	Level 3 BTEC National Diplomas, Certificates and Awards BTEC Diploma in Foundation Studies (Arts & Design) BTEC Diplomas, Certificates and Awards A Levels		
Level 1 Key Skills Literacy Numeracy	Level 1 NVQs	Level 2 BTEC First Diplomas and Certificates BTEC Diplomas, Certificates and Awards GCSEs grades A* - C		
		Level 1 BTEC Introductory Diplomas and Certificates BTEC Diplomas, Certificates and Awards GCSEs grades D - G		
Entry Level Literacy Numeracy		Entry Level BTEC Certificates in Life Skills BTEC Certificates in Skills for Working Life		

The revised NQF applies from 1 September 2004 and will be fully implemented from 1 January 2006. Edexcel is working with QCA to implement the Framework for Achievement (FfA) from January 2006.

The actual content and other attributes of the respective qualification are not altered or diminished. The revision also provides better alignment with the **Framework for Higher Education Qualification (FHEQ)**, used in universities and higher education institutes. BTEC Foundation Degrees are included at Intermediate level in the FHEQ.

HARTLEPOOL LEARNING LADDER

HARTLEPOOL LEARNING LADDER		
Skill Groups	Target Groups	National Qualification Framework Level
LEVEL 6 – LEADERSHIP SKILLS	2 ND & 3 RD TIER OFFICERS & ELECTED MEMBERS	Level 7-8
LEVEL 5 – GENERIC MANAGERIAL SKILLS	ALL STAFF WITH SUPERVISORY / MANGERIAL RESPONSIBILITY	Level 5- 6
LEVEL 4 – ACADEMIC SKILLS	NOMINATED STAFF	Level 3 - 4
LEVEL 3 – VOCATIONAL / TECHNICAL SKILLS	NOMINATED STAFF	Level 2 - 3
LEVEL 2 – CORE SKILLS	ALL STAFF	Level 2
LEVEL 1 – BASIC SKILLS	ALL STAFF	Level 2

This document is also available in other languages, Braille, large print, and audio format on request, ☎ 01429 523476

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

এই ডকুমেন্ট অন্য ভাষায়, বড় প্রিন্ট আকারে এবং অডিও টেপ আকারেও অনুরোধে পাওয়া যায়।

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

ئەم بەلگەيە ھەروەھا بە زمانەکانی کە، بە چاپی درشت و بە شریتی تەسجیل دەس دەکەوێت

Bu belge çeşitli dillere çevrilmiş olup, isterseniz iri harflerle basılmış şeklini ve kasetini de size gönderebiliriz.

www.hartlepool.gov.uk

PERFORMANCE MANAGEMENT PORTFOLIO

Report To Portfolio Holder

21st December 2006



Report of: Chief Financial Officer and
Chief Personnel Officer

Subject: EARLY AND ILL HEALTH RETIREMENTS
2006/7 – HALF YEARLY REPORT

SUMMARY

1.0 PURPOSE OF REPORT

To update the Portfolio Holder on the Council's performance in the first six months of 2006/07, in relation to early and ill health retirements.

2.0 SUMMARY OF CONTENTS

The report provides details of the Council's performance in relation to early retirements and ill health retirements.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Corporate Performance

4.0 TYPE OF DECISION

This is not a key decision.

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

Note the report.

Report of: Chief Financial and Chief Personnel Officer

Subject: EARLY AND ILL HEALTH RETIREMENTS
2006/7 – HALF YEARLY REPORT

1. PURPOSE OF REPORT

To update the Portfolio Holder on the Council's performance in the first six months of 2006/7 in relation to early and ill health retirements.

2. BACKGROUND

As the Portfolio Holder will appreciate many of the approvals under the Council's Early Retirement/Redundancy Policy and Scheme are made by officers in line with the Constitution. The Policy and Scheme requires that the cumulative effect of these decisions be reported regularly to members. In addition Corporate Health Best Value Performance Indicators apply to early and ill health retirements.

3. THE COUNCIL'S PERFORMANCE IN 2006/7

As part of the best Value regime, the following Corporate Health Performance Indicators have been set:

- | | |
|--------|---|
| BVPI14 | The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce; |
| BVPI15 | The percentage of employees retiring on the grounds of ill health as a percentage of the total workforce. |

The Council's full year equivalent performance on early retirements in the first six months of 2005/6 was 0.76% compared to a local target of 0.40% (i.e. median performance for unitary authorities). Full year equivalent performance on ill health retirements in the first six months of 2005/6 was 0.22% compared to a local target of 0.19% (i.e. top quartile performance for unitary authorities). The breakdown of early retirements and ill health retirements by department is attached at Appendix A.

Whilst the early retirement full year equivalent performance (at 0.76%) is almost double the target set (0.40%), it is anticipated that the outturn figure is more likely to be in the region of 0.60%. The performance to date reflects 14 early retirements, of which 8 have been granted by schools. The target set for 2006/7 anticipates 15 early retirements.

The full year equivalent performance for ill health retirements is slightly above target, although only 4 employees have been granted ill retirement. The target set anticipates 7 ill health retirements in 2006/7. At this stage there is no indication that the position will alter significantly with the full year performance expected to be at, or just over target.

In line with the Audit Commission recommendations details of the costs associated with the release of employees who are members of the Teesside Pension Fund are attached at Appendix B. Table 1 details the early payment of pension costs (the 'strain on the pension fund') and Table 2 the cost of pension enhancements (added years). In addition Table 3 gives details of redundancy and 66 week payments made to employees who may or may not be members of Teesside Pension Fund. Corporate resources of £199,863 are available to fund early retirements / redundancies in 2006/07. At 30 September 2006, £0 of the £199,863 has been spent, with a further £40,000 committed or earmarked for future retirements. This leaves an uncommitted balance of £159,863

5. RECOMMENDATION

That the Portfolio Member note the report.

Appendix A

Full Year Equivalent Breakdown, by Department, of first 6 months of 2005/6 Early Retirements and Ill Health Retirements

Ref	Definition	Chief Executives	Adult and Community Services	Regeneration and Planning Services	Childrens Services	Schools	Neighbourhood Services	Total	Target
BVPI 14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of employees in a recognised pension scheme	1.44%	1.52%	0.00%	0.00%	1.00%	0.00%	0.76%	0.40%
BVPI 15	The percentage of employees retiring on the grounds of ill-health as a percentage of employees in a recognised pension scheme	0.00%	0.00%	0.00%	0.52%	0.12%	0.50%	0.22%	0.19%

NEEDS UPDATING FROM HERE

Appendix B

Table 1 - Progress report of the cost of early payment of pensions ('strain' on the pension fund)

Type of Retirement	No of early retirements in the first 6 months of 2006/7 (Strain on Fund)	Total cost of 2006/7 early retirements funded over one year.	Total payments to Pension fund for 2006/7 early retirements funded over one year	Total cost of 2006/7 early retirements funded over five years	Total payments to Pension fund for 2006/7 early retirements funded over five years	Total 2006/7 outstanding liability to be funded over four years
Redundancy	5	78,165	78,165	0	0	0
Efficiency	1	54,901	53,380	0	0	0
Other early retirements	0	0	0	0	0	0
Total	6	133,066	131,545	0	0	0

Table 2 – Progress report of the cost of pension enhancements (added years)

Type of retirement	No of early retirements with added years given in the first 6 months of 2006/7 (Enhancements)(A)	Cost of 2006/7 added years pension given (B)	Cost of 2006/7 added years lump sum given (C).	Total capitalised costs of 2006/7 added years pension and lump sum given (D)	Liability at 1.4.06 for added years pension given in previous years (E) (Note 1)	Liability at 1.10.06 for added years pension given in 2006/7 and previous years (F) = (B) + (E). (Note 1)	Total payments made to Pension fund in respect of 2006/7 added years lump sum given (G)
Redundancy	5	1,329	7,487	29,690			7,487
Efficiency	1	3,891	11,672	89,708			11,672
Other early retirements	0	0	0	0			0
Total	6	5,220	19,159	119,398	176,466	181,686	19,159

Note (1) Type of Retirement analysis not available

Table 3 – Progress report on the cost of non pension payments (i.e. redundancy and 66 week payments)

Type of payment	No of employees leaving in first 6 months of 2006/7/6 (A)	Total cost of 2006/7 payments made from Central Funding (B)	Total cost of 2006/7 payments made from departmental funding (exc school funding) (C)	Total Cost of 2006/7 payments made (D) = (B) + (C)
Redundancy	5	0	37,696	37,696
Efficiency	0	0	0	0
66 week	0	0	0	0
Total	5	0	37,696	37,696

PERFORMANCE MANAGEMENT PORTFOLIO

Report to Portfolio Holder

21st December 2006



Report of: Chief Personnel Officer

Subject: NO SMOKING MATTERS

SUMMARY

1. PURPOSE OF REPORT

To update the Portfolio Holder and Consultative Group members on the main smoking provisions of the Health Act 2006, progress within the Council on achieving Smoke-free premises by December 2006 and to suggest, for further consideration, a possible area where employee protection from passive smoking could be improved.

2. SUMMARY OF CONTENTS

The report provides details of the main smoking provisions of the Health Act 2006, progress within the Council on achieving Smoke-free premises by December 2006 and suggests a possible area where employee protection from passive smoking could be improved.

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

To note the report.

Report of: Chief Personnel Officer

Subject: NO SMOKING MATTERS

1. PURPOSE OF REPORT

- 1.1 To update the Portfolio Holder and Consultative Group members on the main smoking provisions of the Health Act 2006 progress within the Council on achieving Smoke-free premises by December 2006 and to suggest, for further consideration, a possible area where employee protection from passive smoking could be improved.

2. BACKGROUND

- 2.1 In October 2005, the government presented its Health Bill 2005, which detailed the proposed legislative arrangements to deliver improvements in no smoking arrangements. These were reported to the Portfolio Holder's Health and Safety Consultative Group on 26th June 2006. On 19th July 2006, the Health Act 2006 gained Royal Assent.
- 2.2 In anticipation of the provision to ban smoking in public places, the Portfolio Holder for Performance Management, at his 21st February 2005 meeting and subsequent meetings, declared a number of Council buildings as 'smoke-free' and gave authority for applications being made for the National Clean Air Gold Award in respect of these buildings. At his Health and Safety Consultative Group meeting on 5 September 2005, he approved a programme declaring the remaining buildings/premises (including enclosed public spaces and workplaces but excluding residential homes) as 'smoke-free' by December 2006. At his 31st October 2005 meeting, authority was given to Directors to declare further buildings as 'smoke-free' and apply for the Gold Award, subject to six monthly reports on progress.
- 2.3 By 31st October 2005, 21 out of 67 Council premises (31%) had been formally declared 'smoke-free' by the Portfolio Holder, although it has transpired that many others were no smoking buildings. At that time, no premises (0%) had been awarded the Gold Award. By 31st March 2006, 62 Council premises (93%) had been formally declared 'smoke-free' and 17 (25%) had been awarded the Gold Award.

3. MAIN SMOKING RELATED PROVISIONS OF THE HEALTH ACT 2006

- 3.1 The main smoking related provisions of the Health Act 2006 (which are relatively unchanged from the Bill) are as follows.

- Ban on smoking in enclosed and substantially enclosed public and work areas and areas where members of the public obtain goods or services from employees working there.
- Exemptions for:
 - a) premises where a person has his home, or is living whether permanently or temporarily (including hotels, care homes and prisons and other places where a person may be detained),
 - b) non food pubs and
 - c) private members clubs
 - d) those taking part in performances where artistic integrity requires this
- Requirement for No Smoking signs which conform to requirements determined by regulation (penalty of up to £1,000 for failing to conform)
- New offences of 'Smoking in Smoke Free Places' (penalty of up to £100), 'Failing to Prevent Smoking in Smoke Free Places' (penalty of up to £2,500 – applies to managers of public buildings) and Obstruction etc of Enforcement Officers (penalty of up to £1,000)
- Enforcement by local authority enforcement officers
- Provision for the Secretary of State to
 - a) declare vehicles to be 'Smoke Free'
 - b) determine the implementation date for the above arrangements (announced as 1 July 2007)
 - c) define 'enclosed' and 'substantially enclosed' if he/she so wishes
 - d) designate additional smoke-free places which are not enclosed or substantially enclosed e.g. bus shelters, sports stadia etc

4. PROGRESS IN IMPLEMENTING THE COUNCIL'S TIMETABLE

- 4.1 By 31st March 2006, 62 Council premises (93%) had been formally declared 'smoke-free' and 17 (25%) had been awarded the Gold Award. By 31st October 2006, 66 Council premises (99%) had been formally declared 'smoke-free' and 17 (25%) had been awarded the Gold Award. Full details of progress against the plan is attached at Appendix A.
- 4.2 It is envisaged that all Council premises will have been formally declared 'smoke-free' by 31st December 2006. Arrangements are now in hand for departments to apply for, and achieve, the Gold Award as quickly as possible. A further progress report will be submitted in respect of the period 1 October 2006 to 31 March 2007.

5. POSSIBLE IMPROVEMENT IN EMPLOYEE PROTECTION FROM PASSIVE SMOKING

- 5.1 It has recently been identified that the Council's current Smoking at Work Policy does not make provision for situations where an

employee is required to undertake a home visit where the occupant smokes and is therefore exposed to passive smoking. The new legislation does not apply to premises where a person has his home and it will therefore be necessary to develop our own arrangements. In doing so, it will be necessary to balance the occupants right to smoke in his/her own home as well as the Council's legal obligation to protect the health of its employees.

6. RECOMMENDATIONS

- 6.1 That the report be noted.

Appendix A

Timetable for declaring all Council Buildings/Premises as 'smoke-free'

<u>Department/Location (excluding open spaces)</u>	<u>Date declared 'Smoke-free'</u>	<u>Date Gold Award achieved</u>
<u>MAN ADMINISTRATIVE BUILDINGS</u>		
Civic Centre	9.3.05	9.11.05
Leadbitter Buildings	9.3.05	9.11.05
Aneurin Bevan House	9.3.05	9.11.05
Bryan Hanson House	9.3.05	9.11.05
Former Archive store	9.3.05	9.11.05
Municipal Buildings	9.3.05	9.11.05
Church Street Depot	9.3.05	
Windsor offices	31.3.06	
<u>CHIEF EXECUTIVE'S DEPARTMENT</u>		
Registrars	9.3.05	9.11.05
<u>ADULT AND COMMUNITY SERVICES</u>		
Museum of Hartlepool	9.3.05	1.12.05
Hartlepool Art Gallery	9.3.05	1.12.05
Carnegie Buildings	1.11.05	
Community Library & Resource Centre (Brougham Annex)	1.4.05	
Eldon Grove Community Sports Centre	1.10.05	
Foggy Furze Library	1.4.05	
Headland Library (Borough Buildings)	1.4.05	
Historic Quay	1.4.05	
Jutland Road Community Centre	1.4.05	
Seaton Carew Library	1.4.05	
Sir William Gray House	1.4.05	
Throston Grange Library	1.4.05	
West View Branch Library	1.4.05	
West View Community Centre & SRB Office	1.4.05	
Borough Hall	1.4.05	
Bridge Youth Club	1.4.05	
Central Library	1.4.05	
Jutland Road Community Centre	1.4.05	
Mill House Leisure Centre	1.10.05	
Owton Manor Community Centre and Police Office	1.4.05	
Owton Manor Library	1.4.05	
Summerhill	1.4.05	
Throston Grange Community Centre	1.4.05	
Town Hall Theatre	1.1.05	
Ward Jackson Park Buildings	1.4.05	
Seaton Carew Youth Centre	1.4.05	
Brooklyn - 156 Grange Road	31.12.05	

Havelock Day Centre	1.1.05
Stewart House - 49 Church Street	1.1.05
Swinburne House	1.9.06
The Firs	31.12.05
Warren Road Adult Training Centre	1.10.04
Burbark Community House & Community Wardens	1.4.05

NEIGHBOURHOOD SERVICES

Emergency Planning Unit (Middlesbrough Fire Station)	1.12.05
Stranton Crematorium	1.12.05
Tanfield Road Depot	1.12.05

CHILDREN'S SERVICES

85 Station Lane, Young Persons Team	1.10.05	
Exmoor Grove	1.10.05	
A2L at Brierton Top Site	5.9.05	14.12.05
Rossmere Youth Centre	5.9.05	14.12.05
Sure Start Rossmere	5.9.05	14.12.05
Sure Start Chatham Road	5.9.05	
Sure Start Ward Jackson	5.9.05	
Education Development Centre	5.9.05	14.12.05
Boys Welfare Centre (Subject to Trustee Agreement)	5.9.05	
The Link Lealholme Road	1.9.06	
Grange Family Resource Centre	31.10.05	14.12.05
Somersby Family Resource Centre	31.10.05	14.12.05
Brinkburn Youth and Community Centre	1.9.06	

REGENERATION & PLANNING SERVICES

Brougham Enterprise Centre	1.1.06 (excluding individual units)	
8 & 9 Church Street (Community Safety)	1.3.06	
Jutland Road Police Office	1.3.06	
Owton Manor Police Office	1.3.06	
West View Community Police Office	1.3.06	
The Arches (NDC)	1.7.05	9.11.05
The Arches 79 Park Road - Community Wardens	31.10.05	9.11.05
173 York Road		