

# PLEASE NOTE VENUE

## PERFORMANCE MANAGEMENT PORTFOLIO DECISION SCHEDULE



**Monday, 26<sup>th</sup> March, 2007**

**at 9.00 a.m.**

**in Committee Room "A", Civic Centre**

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

**1. KEY DECISIONS**  
None

**2. OTHER ITEMS REQUIRING DECISION**

- 2.1 Chief Executive's Departmental Plan 2007/08 – Proposed Objectives and Actions – *Assistant Chief Executive and Chief Personnel Officer*
- 2.2 Progress in Implementing the Equality Standard for Local Government – *Chief Personnel Officer*
- 2.3 Release of Covenant, St Columba's Church – *Head of Procurement and Property Services*
- 2.4 Former Rent Office, Owton Manor Lane and Infill Sites, Dyke House – *Head of Procurement and Property Services*
- 2.5 Land at Greenock Road, Hartlepool – *Head of Procurement and Property Services*
- 2.6 Land at the Rear of 3 Victoria Place, Hartlepool – *Head of Procurement and Property Services*
- 2.7 Leasing of Space within Owton Manor Community Centre – *Head of Procurement and Property Services*
- 2.8 Green Waste Composting Service – *Head of Procurement and Property Services*
- 2.9 Diversity in Procurement Update – *Head of Procurement and Property Services*

**3. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS**  
None

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

26<sup>th</sup> March 2007



**Report of:** Assistant Chief Executive and Chief Personnel Officer

**Subject:** **CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2007/08 – PROPOSED OBJECTIVES AND ACTIONS**

---

### SUMMARY

#### 1. PURPOSE OF REPORT

To inform the Portfolio Holder of, and request comments on, the proposed objectives and actions for inclusion in the Chief Executive's Departmental Plan 2007/08.

#### 2 SUMMARY OF CONTENTS

The draft proposals for inclusion in the Chief Executives Departmental Plan 2007/08 is attached as Appendix A, and sets out the key objectives and actions within an Action Plan that shows what is to be achieved by the department in the coming year. The plan also describes how the department will contribute to the Organisational Development objectives that are being proposed for inclusion in the 2007/08 Corporate Plan discussed at Cabinet on 19 February.

It should be noted that the departmental plan and corporate plan proposals may be subject to change as the service planning process is ongoing.

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

As the Portfolio Member has responsibility for issues in relation to corporate strategy and human resources, only proposals from those Divisions have been included. Those objectives and actions from the Finance and Legal Services Divisions have been reported separately to the Finance Portfolio Holder.

Issues relating to Procurement are included in the Performance Management Portfolio and are therefore also included in this report.

**3. RELEVANCE TO PORTFOLIO MEMBER**

The Portfolio Member has responsibility for performance management issues in relation to corporate strategy and human resources.

**4. TYPE OF DECISION**

Non-key.

**5. DECISION MAKING ROUTE**

Portfolio Holder meeting 26<sup>th</sup> March 2007.

**6. DECISION REQUIRED**

Portfolio Holder is asked to comment on the draft proposals for inclusion in the Chief Executives Departmental Plan 2007/08.

**Report of:** Assistant Chief Executive and Chief Personnel Officer

**Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2007/08 – PROPOSED OBJECTIVES AND ACTIONS**

---

#### **PURPOSE OF REPORT**

1. To inform the Portfolio Holder of, and request comments on, the proposed objectives and actions for inclusion in the Chief Executive's Departmental Plan 2007/08.

#### **BACKGROUND**

2. Each year the Chief Executives Department produces a Departmental Plan, which includes an action plan that details the key objectives and actions that the department will deliver in the coming year. The plan also describes how the department will contribute to the Organisational Development objectives that are being proposed for inclusion in the 2007/08 Corporate Plan.
3. The plan provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
4. The departmental plan will be subject to quarterly monitoring throughout 2007/08 by both the Finance and Performance Management Portfolio Holders.
5. Each Division will also produce a Divisional Plan, detailing the key tasks and issues facing each division in the coming year. Each plan contains an action plan, detailing how each individual division intends to contribute to the Organisational Development Priorities contained in the Corporate Plan, as well as the key tasks and priorities contained in the Chief Executives Departmental Plan. Divisional Chief Officers will have the lead responsibility for managing performance of issues and tasks identified in their divisional plans. Where appropriate, issues can be escalated for consideration by CEMT and the relevant Portfolio Holder.

#### **2007/08 DEPARTMENTAL PLAN PROPOSALS**

6. The Chief Executives Department is split into four divisions, with Corporate Strategy and Human Resources reporting to the Performance Management Portfolio Holder. Issues relating to the Finance and Legal Services Divisions are reported separately to the Finance Portfolio Holder.

7. Issues relating to Procurement are included in the Performance Management Portfolio and are therefore included in this report.
8. The draft proposals for inclusion in the 2007/08 Departmental Plan, relating to Corporate Strategy, Human Resources and Procurement, are therefore attached at **Appendix A**.

**Recommendations**

9. It is recommended that the Portfolio Holder: -
  - notes the proposed objectives and actions as at Appendix A
  - makes any comments deemed appropriate

## Appendix A – Proposed Departmental Action Plan 2007/08

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

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

### Section 1 – Objectives that are linked directly to the Corporate Plan

CORPORATE STRATEGY DIVISION			
POLICY AND PERFORMANCE			
<b>Corporate Plan objective:</b> Continued development of service planning and performance management arrangements (Ref: )			
<b>Departmental Plan objective:</b> Complete updated 2008/09 Corporate Plan (Ref: )		<b>Risk Register Ref:</b> POL1-1.10	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Proposals for 2008/09 Corporate Plan considered by Cabinet	Jun 08	David Hunt
<b>Departmental Plan objective:</b> Procure and implement new Performance Management Database (Ref: )		<b>Risk Register Ref:</b> ICT1-1.6 + POL1-1.7	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Produce shortlist of potential PMDs	May 07	Kerry Trenchard
	Make final decision on PMD	Sep 07	David Hunt
	Go live with new PMD	Mar 08	David Hunt
<b>Departmental Plan objective:</b> Propose improvements to service planning process for 2008/09 (Ref: )		<b>Risk Register Ref:</b> POL1-1.7	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Integrate service planning with strategic financial planning	Sep 07	Peter Turner
	Finalise Service Planning Guidance	Dec 07	Peter Turner

Departmental Plan objective: Manage achievement of continuous improvement		Risk Register Ref: POL1-1.7	Key PIs:	
Ref:	Action	Date to be Completed	Responsible Officer	
	Coordination of Use of Resources and Direction of Travel Self Assessments	Sep 07		
Corporate Plan objective: Implement Risk Strategy to ensure robust risk management arrangements are in place (Ref: )				
Departmental Plan objective: Maintain and review risk management arrangements		Risk Register Ref: REP1-1.10	Key PIs:	
Ref:	Action	Date to be Completed	Responsible Officer	
	Review Strategic Risk Register	Quarterly from Jun 07	Kerry Trenchard	
	Review Departmental Risk Register	Quarterly from Jun 07	Kerry Trenchard	
	Conduct annual review of Strategic Risk Register and Risk Strategy	Sep 07	Kerry Trenchard	
	Conduct risk training		Peter Turner	
Corporate Plan objective: Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: )				
Departmental Plan objective: Improve Equality and Diversity Leadership and Corporate Commitment		Risk Register Ref: PER1-4.6	Key PIs:	
Ref:	Action	Date to be Completed	Responsible Officer	
	Complete 2006/07 INRA assessments for Corporate Strategy Division	May 07	Peter Turner	
	Agree DIA programme for Corporate Strategy Division	May 07	Peter Turner	
	Complete 2007/08 INRA assessments for Corporate Strategy Division	Mar 08	Peter Turner	

SCRUTINY SUPPORT			
<b>Corporate Plan objective:</b> Develop and improve the effectiveness of the overview and scrutiny process (Ref: )			
<b>Departmental Plan objective:</b> To continue to raise the profile of the work of the Overview and Scrutiny Function (Ref: )		<b>Risk Register Ref:</b> REP1-1.9	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Produce Annual Report detailing the work of the O&S Function during the previous Municipal Yr 2006/07	Jun 07	Charlotte Burnham
	To revise the 'Overview and Scrutiny - An Introductory Guide' Leaflet	Sep 07	Charlotte Burnham
<b>Departmental Plan objective:</b> Compilation and Delivery of the Scrutiny Work Programme 2007/08 (Ref: )		<b>Risk Register Ref:</b> POL1-1.15	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Agree all Overview and Scrutiny Work Programmes for 2007/08	May 08	Charlotte Burnham
<b>Departmental Plan objective:</b> To implement the extended powers to Scrutiny as outlined in the Police and Justice Act 2006 (Ref: )		<b>Risk Register Ref:</b> POL1-1.19	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	To formalise the extended powers of the Authority's Overview and Scrutiny Function to scrutinise the local Crime and Disorder Reduction Partnership and to implement the Community Call for Action provisions that will enable the public to trigger action on community safety issues that have not been adequately addressed by police/partners	Mar 08	Charlotte Burnham
<b>Departmental Plan objective:</b> To further enhance the knowledge of Non-Executive Members serving on the Overview and Scrutiny Committees (Ref: )		<b>Risk Register Ref:</b> POL1-1.18	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Identify opportunities available for enhancing knowledge and skills	Aug 07	Charlotte Burnham
<b>Departmental Plan objective:</b> Evaluate the work/added value to the Overview and Scrutiny arrangements in Hartlepool (Ref: )		<b>Risk Register Ref:</b> POL1-1.17	<b>Key PIs:</b>

Ref:	Action	Date to be Completed	Responsible Officer
	Evaluate current overview and scrutiny arrangements	Feb 08	Charlotte Burnham
	Identify areas to improve overview and scrutiny arrangements	Apr 08	Charlotte Burnham
<b>PUBLIC RELATIONS</b>			
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: )			
Departmental Plan objective: Implement Corporate Communications Strategy Action Plan		Risk Register Ref: FIN1-1.3, POL1-1.2 REP1-1.1, REP1-1.2 REP1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
	Ensure that measures are in place to communicate effectively with residents, staff, councillors, key organisations and the wider public	Apr 07 and ongoing	Alastair Rae
<b>CONSULTATION</b>			
Corporate Plan objective: Implement the Communicating with your Council plans (Ref: )			
Departmental Plan objective: Implement the Corporate Consultation Strategy Action Plan (Ref: )		Risk Register Ref: ICT1-1.2, PER1-1.2 POL1-1.11	Key PIs: NEW LC1-3
Ref:	Action	Date to be Completed	Responsible Officer
	Implement the Corporate Consultation Strategy throughout the Council	Jun 07	Liz Crookston
	Ensure co-ordination of consultation activities	Mar 08	Liz Crookston
	Ensure high standards of consultation work throughout the Council	Ongoing	Liz Crookston
	Promote the use of e-consultation	Ongoing	Liz Crookston
	Promote consultation with "hard to reach" groups	Mar 08	Liz Crookston
	Promote the feedback of consultation outcomes	Ongoing	Liz Crookston
	Develop monitoring and evaluation of consultation work	Sep 08	Liz Crookston
Departmental Plan objective: Implement the Corporate Complaints Strategy Action Plan (Ref: )		Risk Register Ref:	Key PIs: BVPI 4, LPI CE13 NEW LC4 & LC5

Ref:	Action	Date to be Completed	Responsible Officer
	Review the Corporate Complaints & Comments procedures	Ongoing	Liz Crookston
	Review departmental procedures	May 07	Liz Crookston
	Ensure the accessibility of the complaints & comments procedure for all groups	Ongoing	Liz Crookston
	Publicise the complaints procedure	Jun 07	Liz Crookston
	Equip officers to deal appropriately with complaints	Ongoing	Liz Crookston
	Maximise use of complaints & comments information	Ongoing	Liz Crookston
<b>E- GOVERNMENT</b>			
<b>Corporate Plan objective:</b> Delivery of the ICT Strategy to support corporate objectives (Ref: )			
<b>Departmental Plan objective:</b> Review of ICT Strategy to ensure links with other corporate objectives (Ref: )		<b>Risk Register Ref:</b> ICT1-1.7	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Review ICT Strategy to ensure fit with business and departmental priorities	Oct 07	Joan Chapman
<b>Departmental Plan objective:</b> Identification and delivery of programme of priority projects (Ref: )		<b>Risk Register Ref:</b> ICT1-1.4	<b>Key PIs:</b> NEW JC1-3
Ref:	Action	Date to be Completed	Responsible Officer
	Review of programme of priority projects to ensure fit with business priorities and ICT strategy	Apr 07 and ongoing	Joan Chapman
	Increase take up of on line services	Jul 07	Joan Chapman
	Implement and roll out EDRMS/Workflow solution	Apr 07 and ongoing	Joan Chapman
	Further roll out of home and remote working	Apr 07 and ongoing	Joan Chapman

HUMAN RESOURCES DIVISION			
<b>Corporate Plan objective:</b> Put in place arrangements to ensure the structure of the authority and support arrangements are fit for purpose (Ref: )			
<b>Departmental Plan objective:</b> Identify and implement structures appropriate to delivering high quality, efficient services (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Improve Equality Structural arrangements		Joanne Machers
	Review Employee Wellbeing structure		Joanne Machers
	Support Departmental Restructures		Rachel Clark
<b>Corporate Plan objective:</b> Ensure arrangements in place to deal with new and existing legislation (Ref: )			
<b>Departmental Plan objective:</b> Implement new and existing legislation (Ref: )		<b>Risk Register Ref:</b> PER1-4.6	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Implement Equalities related legislation		
	Implement processes relating to Home Information		Lorraine Bennison
	Implement provisions of Electoral Admin Bill		Lorraine Bennison
<b>Corporate Plan objective:</b> Develop and Implement Efficiency Strategy (Ref: )			
<b>Departmental Plan objective:</b> Review and further develop integrated Efficiency Strategy (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Improve Reprographics Service		Christine Armstrong
	Implement standardised address database		Lorraine Bennison

<b>Corporate Plan objective:</b> Develop the Contact Centre to increase the range of services provided (Ref: )			
<b>Departmental Plan objective:</b> Develop the single point of access (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Implement Contact Centre Roll Out Action Plan		Christine Armstrong
	Implement Contact Centre Service Integration Action Plan		Dale Owens
	Implement Contact Centre Technology Action Plan		Dale Owens
	Encourage self-service		Dale Owens
<b>Departmental Plan objective:</b> Develop links with partner organisations including voluntary and community sector (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Implement Contact Centre Partnership Working Action Plan		Christine Armstrong
<b>Departmental Plan objective:</b> Develop and agree communication arrangements (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Implement Contact Centre Communications Action Plan		Christine Armstrong
<b>Corporate Plan objective:</b> Implement the Communicating with your Council plans (Ref: )			
<b>Departmental Plan objective:</b> Implement the Customer Care Strategy Action Plan (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Implement Customer Service Champions Action Plan		Christine Armstrong

<b>Corporate Plan objective:</b> Enhance Equality and Diversity arrangements and mainstream into all council activities (Ref: )			
<b>Departmental Plan objective:</b> Improve Equality and Diversity Leadership and Corporate Commitment (Ref: )		<b>Risk Register Ref:</b> PER1-4.6	<b>Key PIs:</b> BVPI 2a, BVPI 2b
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Publish, Implement and Monitor Equality Schemes		Vijaya Kotur
	Improve Equalities BVPI performance		Vijaya Kotur
	Complete 2006/07 INRA assessments for HR Division	May 07	Wally Stagg
	Agree DIA programme for HR Division	May 07	Wally Stagg
	Complete 2007/08 INRA assessments for HR Division	Mar 08	Wally Stagg
<b>Corporate Plan objective:</b> Implement Elected Member Development Strategy (Ref: )			
<b>Departmental Plan objective:</b> Further develop the skills and knowledge of Elected Members (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Offer each Elected Member the opportunity to complete a personal development plan		Julie Wilson
	Develop the Equality and Diversity Skills of Elected Members		Julie Wilson
<b>Departmental Plan objective:</b> Assess and develop the ICT skills of Elected Members to support e-democracy (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Offer each Elected Member the opportunity to complete an ICT assessment.		Julie Wilson
<b>Departmental Plan objective:</b> Continue the commitment made to working towards the North East Charter for Member Development (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Revise Elected Member Development Strategy		Joanne Machers
	Ensure Potential candidates and newly Elected Members are aware of the role of an Elected Member and the support available to them		Julie Wilson
	Produce Action Plan for working towards the Charter		Joanne Machers

<b>Corporate Plan objective:</b> Implement the People Strategy and the Workforce Development Strategy (Ref: )			
<b>Departmental Plan objective:</b> Implement Plans to Develop & Promote Active, Visible and Effective Leadership (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Develop, promote and improve manager core skills		Lucy Armstrong
	Develop Manager Coaching & mentoring Skills via LMDP		Lucy Armstrong
<b>Departmental Plan objective:</b> Implement Plans to Continually Improve What We Do (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b> BVPI 11 a-c BVPI 16 a+b NEW LPIs HR1+2
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Improve Workforce Profile information and usage		Wally Stagg
	Benchmark HR function		Joanne Machers
	Launch People Strategy		Joanne Machers
	Develop & implement Services Standards		Alison Oxley
	Review Learning Resource Centre usage and capability		Lucy Armstrong
	Review, revise and introduce updated schools procedures		Alison Swann
	Review, revise and introduce updated Qualification based training process		Rachel Wood
	Achieve Corporate LIP status		Julie Wilson
<b>Departmental Plan objective:</b> Implement Plans to Develop Skills of the Workforce (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b> BVPI 11 a-c BVPI 16 a+b NEW LPIs HR1+2
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Provide Equality Standard Training		Lucy Armstrong
	Bid for additional financial resources to support the delivery of the strategy		Joanne Machers
	Deliver a corporate training programme to include the core skills for all staff		Lucy Armstrong
	Develop workforce skills audit process		Lucy Armstrong
	Develop workforce qualification audit process		Lucy Armstrong
	Embed Skills For Life in to all development programmes		Lucy Armstrong

<b>Departmental Plan objective:</b> <b>Implement Plans to Promote Healthy Working (Ref: )</b>		<b>Risk Register Ref:</b> PER1-4.3, PER 1-4.6	<b>Key PIs:</b> BVPI 12
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Improve absence management arrangements		Rachel Clark
	Improve Health and Safety Arrangements		David Quainton
<b>Departmental Plan objective:</b> <b>Implement Plans to Effectively Recognise, Engage and Reward the Workforce (Ref: )</b>		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Manage Employee Consultation		Wally Stagg
	Improve Communications with Employees		Wally Stagg
	Celebrate Employee Achievement		Wally Stagg
<b>Departmental Plan objective:</b> <b>Implement plans to Effectively Use Resources &amp; Invest in the Future (Ref: )</b>		<b>Risk Register Ref:</b> PER 1-3.4	<b>Key PIs:</b> BVPI 11 a-c BVPI 16 a+b NEW LPIs HR1+2
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Increase Workforce Planning skills amongst managers		Lucy Armstrong
	Improve Recruitment Process		Georgina Taylor
	Revised competency frameworks introduced across the authority		Lucy Armstrong
<b>Corporate Plan objective:</b> <b>Implement Pay and Grading and Single Status arrangements (Ref: )</b>			
<b>Departmental Plan objective:</b> <b>Implement Revised Pay and Grading Structure (Ref: )</b>		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
<b>Ref:</b>	<b>Action</b>	<b>Date to be Completed</b>	<b>Responsible Officer</b>
	Determine Provisional Pay and Grading Structure		Joanne Machers
	Communicate Pay and Grading Structure to Workforce and Managers		Martyn Ingram
	Determine and Implement Final Pay and Grading Structure	Mar 08	Joanne Machers
	Determine Post Implementation Pay and Grading Arrangements	Mar 08	Wally Stagg

Departmental Plan objective: Implement revised Single Status Conditions of Service (Ref: )		Risk Register Ref:		Key PIs:	
Ref:	Action	Date to be Completed		Responsible Officer	
	Determine Provisional Conditions of Service arrangements			Joanne Machers	
	Communicate Conditions of Service arrangements to Workforce and Managers			Marty n Ingram	
	Implement Monthly Pay for all employees			Alison Swann	
	Determine and Implement Final Conditions of Service arrangements			Joanne Machers	
Corporate Plan objective: Freedom from discrimination or harassment (Ref: )					
Departmental Plan objective: Improve Consultation, Community Development and Scrutiny (Ref: )		Risk Register Ref:		Key PIs:	
Ref:	Action	Date to be Completed		Responsible Officer	
	Improve Diversity Scrutiny arrangements			Vijaya Kot ur	
Departmental Plan objective: Improve Service Delivery and Customer Care (Ref: )		Risk Register Ref:		Key PIs:	
Ref:	Action	Date to be Completed		Responsible Officer	
	Respond to service specific issues raised by All Ability Forum (App C of DES Action Plan)				
	Implement Access Strategy Framework			Vijaya Kot ur	
	Embed Diversity issues into Partnership working			Georgina Taylor	

PROCUREMENT & PROPERTY SERVICES			
<b>Corporate Plan objective:</b> Develop and Implement Efficiency Strategy (Ref: )			
<b>Departmental Plan objective:</b> Implement 5 year Procurement Plan (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Development of Strategic Procurement function	Feb 08	Graham Frankland
	Review Procurement Strategy	Mar 08	Graham Frankland
	Deliver guidance and training on procurement	Apr 07 and ongoing	Graham Frankland
	Develop 5 year Procurement Plan	Feb 08	Graham Frankland
	Develop sustainability in procurement and promote use of local businesses (Link JE02)	From April 07	Graham Frankland
	Complete Spend Analysis	Aug 07	Graham Frankland
	Deliver Key Corporate Procurement Projects		Graham Frankland
	Develop eProcurement	Mar 08	Graham Frankland
	Rationalise Asset Base		Graham Frankland
	Promote Equality and Diversity in Procurement		Graham Frankland
<b>Departmental Plan objective:</b> Review and further develop integrated Efficiency Strategy (Ref: )		<b>Risk Register Ref:</b>	<b>Key PIs:</b>
Ref:	Action	Date to be Completed	Responsible Officer
	Develop BPR Strategy across Council	TBC	Graham Frankland/Mike Ward

## Section 2 – Objectives that are specific to the Chief Executives department

CORPORATE STRATEGY DIVISION			
POLICY AND PERFORMANCE			
Departmental Plan objective: Implement Data Quality Action Plan (Ref: )		Risk Register Ref: POL1-1.10	Key Pls: LPI CE9 + CE10
Ref:	Action	Date to be Completed	Responsible Officer
	To ensure that the Council's performance data is relevant, accurate, timely and complete	Feb 08	Peter Turner
	To ensure that where data is exchanged with other organisations appropriate protocols are in place	Dec 07	Peter Turner
	To ensure that the quality of data is regularly monitored and checked	Mar 08	David Hunt
	To ensure that appropriate mechanisms are in place to keep staff aware of the Council's data quality requirements and provide suitable training	Mar 08	
Departmental Plan objective: Implement identified developments required to address Use of Resources recommendations (Ref: )		Risk Register Ref: REP5-1.7 REP5-1.2	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
	Required action identified and agreed by CEMT	Apr 07	Andrew Atkin
	Implement identified actions	Ongoing from Apr 07	Andrew Atkin
Departmental Plan objective: Put in place appropriate arrangements for development of MAAs, LAAs and associated governance (Ref: )		Risk Register Ref: POL5-1.7 POL5-1.8	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
	TBD		Andrew Atkin

E-GOVERNMENT			
Departmental Plan objective: Review of NIS Contract (Ref: )		Risk Register Ref: CPS1-1.2 & ICT5-1.1	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
	Reach agreement between NIS and HBC on revised contract and SLA	Nov 07	Joan Chapman
	Mapping top level process with regard to planning for end of 10 year agreement with NIS	Dec 07	Joan Chapman
	Agree implementation of Model Office with Northgate	Nov 07	Joan Chapman
DEMOCRATIC SERVICES			
Departmental Plan objective: Supporting the Councils Democratic Processes		Risk Register Ref:	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
	Service all appropriate committee meetings	May 07 and ongoing	Amanda Whitaker
CONSULTATION			
Departmental Plan objective: Manage programme of BVPI surveys (Ref: )		Risk Register Ref: POL1-1.11	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
	Ensure reporting of General Survey results to depts and elected members	Jul 07	Liz Crookston
	Ensure appropriate reporting of results of Planning, Library & Benefits by depts responsible	Jul 07	Liz Crookston
Departmental Plan objective: Manage the Citizen's Panel - Viewpoint (Ref: )		Risk Register Ref: ICT1-1.2 & PER1-1.2	Key Pls:
Ref:	Action	Date to be Completed	Responsible Officer
	Plan, carry out and report survey results to client departments -3 phases	Ongoing	Lisa Anderson
	Report to Portfolio Holder on outcomes - 3 phases	Ongoing	Lisa Anderson
	On-going follow up on use of previous results. To be reported to Portfolio Holder with standard reports	Ongoing	Lisa Anderson

Departmental Plan objective: Statistics & information support (Ref: )		Risk Register Ref: CPS1-1.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
	Council Factfile 2007 - design and issue	May 07	Lisa Anderson
	TVJSU Information and Forecasting group - attend meetings and disseminate information	Ongoing	Lisa Anderson

## HUMAN RESOURCES DIVISION

Departmental Plan objective: Review HR Base Budget provision (Ref: )		Risk Register Ref: PER1-4.7, FIN 1-4.1	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
	Undertake detailed examination of HR expenditure		Wally Stagg
	Identify budget pressures		Joanne Machers
	Address any workforce issues which arise		Joanne Machers

Departmental Plan objective: Improve support services to Members (Ref: )		Risk Register Ref: PER1-1.5	Key PIs:
Ref:	Action	Date to be Completed	Responsible Officer
	Review support services		Christine Armstrong
	Enhance ward surgery arrangements		Christine Armstrong
	Provide ICT support		Christine Armstrong
	Review Members' Handbook		Christine Armstrong
	Review civic regalia		Christine Armstrong

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

26<sup>th</sup> March 2007



**Report of:** Chief Personnel Officer

**Subject:** PROGRESS IN IMPLEMENTING THE  
EQUALITY STANDARD FOR LOCAL  
GOVERNMENT

---

### **SUMMARY**

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

To inform the Portfolio Holder of the outcome of the DIALOG informal audit of the Council's progress in implementing the Equality Standard for Local Government and actions proposed in response to the report

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

The report provides details of the DIALOG informal audit of the Council's progress in implementing the Equality Standard for Local Government and actions proposed in response to the report

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

Corporate Equality Issue.

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

Non-key decision.

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

Portfolio Holder only.

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

To note the report and endorse the actions proposed, including referral of the Member engagement proposals to the Scrutiny Co-ordinating Committee and Member Development Group.

**Report of:** Chief Personnel Officer

**Subject:** PROGRESS IN IMPLEMENTING THE  
EQUALITY STANDARD FOR LOCAL  
GOVERNMENT

---

## **1.0 PURPOSE OF REPORT**

- 1.1 To inform the Portfolio Holder of the outcome of the DIALOG informal audit of the Council's progress in implementing the Equality Standard for Local Government and actions proposed in response to the report

## **2.0 BACKGROUND**

- 2.1 The Equality Standard is a framework that sets up a way of working within local authorities which will make mainstreaming equality into service delivery and employment an issue for all the Council's work. The Council has declared itself as being at Level 2 and has set itself a target of achieving Level 3 of the Equality Standard for Local Government by March 2008. Any declarations of Levels 3 and 5 of the Standard are subject to external validation and the award of the Equality Mark (launched in February 2007) by the Improvement and Development Agency (IDeA) and the Centre for Local Policy Studies (CLPS)
- 2.2 DIALOG, the Equality Unit of the IDeA were commissioned to undertake an audit of progress made in respect of the Standard and to identify areas where further work is needed. The report is attached at Appendix 1.

## **3.0 UNDERTAKING THE AUDIT**

- 3.1 The audit included:
- A very detailed desk top review of a range of Corporate, Departmental and Equality Documents
  - A comprehensive range of interviews with Council Chief Officers, Middle Managers, Junior Officers, Front Line Staff, Staff Groups, Stakeholders and the Portfolio Holder for Performance Management

## **4.0 FINDINGS**

- 4.1 The Summary findings are as follows:
- Overall, there is strong evidence to support the Council's claim at Level 2 of the Standard. There are some areas that could be usefully

enhanced to embed the significant progress that has been made to date. A summary of these by way of recommendations is detailed below.

- In light of the foundations having been established for Level 2, the Council are now well placed to progress a Level 3 claim. For this reason, a proposed action plan is set out below to support the Council's work in moving towards this goal. It will be evident from this that the Council is currently progressing some elements of Level 3 activity.

4.2 DIALOG also suggested 7 areas where improvements could be made as follows:

- Member engagement
- Self assessment
- INRA's/DIA's
- Consultation
- Equality Officer
- Lead on Equality
- Information Systems

4.3 The Diversity Steering Group (DSG) and Corporate Management Team (CMT) have considered the areas for improvement and a draft action plan (Appendix 2) developed. The actions proposed will be included in the DSG Action Plan as well as in the standard Service Planning and Performance Management arrangements.

4.4 The first area for improvement identified in the report is Member engagement. It is recommended that this aspect of the report be referred to:

- the Scrutiny Co-ordinating Committee to consider how to improve the scrutiny equality arrangements and
- the Member Development Group to consider how best to address the member development issues

4.5 Some of the actions may require some funding, for example capacity building in respect of external scrutiny. Sources of funding are being explored, including external funding, for 'one-off' expenditure. In the event that longer term funding (if needed) cannot be identified, a bid for additional resources will be made as part of the 2008/9 budget process.

## 5.0 RECOMMENDATION

5.1 To note the report and endorse the actions proposed, including referral of the Member Engagement proposals to the Scrutiny Co-ordinating Committee and Member Development Group

## Appendix 1

**Hartlepool Borough Council**  
**Baseline Diagnostic Report**  
**- Progress in Implementing the Equality Standard for Local Government**  
**– January 2007**

	<b>Contents</b>	<b>Page</b>
1.0	INTRODUCTION	2
2.0	Hartlepool Borough Council – The context	3
	The Equality Context of the Council	4
3.0	Equality Standard for Local Government	5
4.0	Extending Equality Beyond Gender, Race & Disability.	7
5.0	Level 2	8
6.0	Level 3 Action Plan	14
7.0	Recommendations	16

## Hartlepool Borough Council

### The Equality Standard for Local Government - progress towards Level 2

#### 1.0 INTRODUCTION

- 1.1 Since the introduction of The Equality Standard for Local Government (the Standard) in 2001, significant developments have taken place to the point that local authorities can be awarded an 'Equality Mark'<sup>1</sup>, such following external validation. Validation will explore across levels 1 – 3 that set out within the Standard itself, namely;

***“The Standard has become a BVPI in April 2002 and local authorities will be expected to provide evidence of their progress. The auditor will check whether the authority has adopted the Standard, carried out self-assessment review in line with the approach recommended in this toolkit and can produce the documentary evidence to support its claims. Overall, the audit will check that the evidence supports the level claimed for the whole authority and that it has not claimed a level higher than has been achieved in all departments in all of the equality areas.***

***For auditing purposes, the external audit will focus on the efficacy and validity of the procedures adopted in the self-assessment process and will examine:***

- ***The audit report and the framework***
- ***The supporting evidence***
- ***The evaluation against the standard***
- ***Composition of Steering Group and other validation procedures***
- ***Action Plans***
- ***Consistency in the self assessment process.***

- 1.2 Within the above context, Hartlepool Borough Council (the Council) considers that it has made good progress in implementing the Standard and before pursuing an external validation, has requested that DIALOG<sup>2</sup> undertake an assessment of the Council's progress at Level

<sup>1</sup> The Equality Mark is awarded by the Improvement & Development Agency & the Centre for Local Policy Studies, CLPS being the authors of the Standard. The Equality Mark was formally launched on the 8<sup>th</sup> February 2007

<sup>2</sup> DIALOG = Diversity in Action in Local Government. Is the Equality unit within the I&DeA

2, so as to provide a platform to achieve Level 3 of the Standard. Of note is that the Council in 2005/6 declared itself as having achieved level 2 of the Standard, based on the original 3 strands of gender, disability and race. The Council states that it is committed to achieving level 3 of the revised Standard (in respect of all six strands including sexual orientation, religion and age) by March 2008.

- 1.3 In preparation of the report there has been a very detailed desk-top review of a range of Corporate, Departmental and Diversity documents (Appendix 1). This was followed by undertaking a comprehensive range of interviews with Council Chief Officers, Middle Managers, Junior Officers, Front Line Staff, Staff Groups, Stakeholders and Performance Management Portfolio Holder (elected member) on 18<sup>th</sup> January 2007.

## 2.0 HARTLEPOOL BOROUGH COUNCIL – THE CONTEXT

- 2.1 The Council has 48 elected members and has a Labour Party majority with 25 seats. There are 10 Independents, 9 Liberals and 4 Conservatives. The Council is run by an independent mayor who was re-elected in May 2005 and has a cross party cabinet of six.
- 2.2 The Audit Commission report that:

***“Hartlepool Borough Council is the second smallest unitary authority in England, with the advantages and disadvantages that a compact area and smaller number of staff bring. It is situated in the north east, on the coast north of the Tees Valley.***

***The area is one of the most deprived in England, ranked as 14th out of 354 authorities. Eight wards are among the 10 per cent most deprived in the country. The unemployment claimant rate is 3.9 per cent against a national average of 2.4 per cent. The level of long term disabling illness is 11.3 per cent, twice the national average, and reflecting a history of heavy industry.***

***The levels of deprivation mean that the Council has been able to access a number of additional sources of funding, including the Neighbourhood Renewal Fund and New Deal for***

***Communities. It has two specific areas of town identified as needing clearance and redevelopment.”***

- 2.3 It is important that the above is noted before considering the steps taken by the Council to progress its work with regard to the Standard, notably as the Council, due to its staffing and size, is not able to respond to the challenges of the Standard in the way that a ‘larger’ Unitary Council might. Notwithstanding this, the Council has been assessed by the Audit Commission as a high performing Council. However, the Council state in its 2006 Direction of Travel Statement to the Audit Commission;

***“We are not perfect, but have a track record of delivering on our plans and aspirations for the town. There is no reason to assume that this will not continue to be the case and all the evidence, in terms of performance and wider outcomes, confirms this.”***

#### **2.4 The Equality and Diversity Context of the Council**

- 2.5 The Council states throughout its documentation that it aims to develop an inclusive society and is committed to ensuring;

***“All council services are accessible and that their provision is free from prejudice and unlawful discrimination and sensitive to the needs of all local communities.”***

- 2.6 The mechanism adopted by the Council to progress this is an **Equality & Diversity Policy**. Of note is that this relates to service delivery. Allied to this, the Council also has an **Equality & Diversity in Employment Policy** that relates to employment.

- 2.7 In relation to the ‘Drivers’ within the Council to progress its intentions around the Standard (& Equality and Diversity), the **Corporate Plan** identifies a number of diversity actions linked to the 7 Community Strategy aims as well as specific diversity actions as part of the Organisational Development arrangements. This appears to supplement the Council’s **Race & Diversity Scheme**.

- 2.8 The internal member / officer arrangements, then the Council report that;

***“The Performance Management Portfolio Holder has Executive responsibility for Equality and Diversity and a member ‘champion has been appointed. The Diversity Steering Group, chaired by head of HR, comprises senior representatives from all departments and reports to CMT. It has been in place since 2002 to oversee the equality and diversity work across the Council. A target of achieving Level 3 of the Equality Standard for Local Government by March 2008 has been set and an action plan for delivering this is in place. Progress is monitored by the Diversity Steering Group. Departmental Working Groups have been set up in all departments and have a remit of developing and implementing departmental action plans, supporting the Diversity Steering Group action plan and mainstreaming equality and diversity into all service areas. The departmental working groups report to departmental management teams and the Diversity Steering Group. Progress against the relevant Corporate Plan actions is reported quarterly to Cabinet. An Annual Diversity report is published each year and six monthly progress reports on equality and diversity are made to the Performance Management Portfolio Holder. We have invited an independent consultant to review progress towards achieving level 3 in January 2007.”***

### **3.0 THE EQUALITY STANDARD FOR LOCAL GOVERNMENT**

- 3.1 The Equality Standard is a framework that sets up a way of working within local authorities which will make mainstreaming equality into service delivery and employment an issue for all aspects of Hartlepool Borough Council's (HBC) work. These levels cover all aspects of policy-making, service delivery and employment. Within HBC the decision has been taken to adopt the Standard but also to use the framework as a means of directly supporting the identified service performance priority of improving the diversity of the Council. This is clearly set out within the documents noted above.
- 3.2 The first task with the Standard is to get the system in place and the Standard sets out a level-by-level checklist for getting the system up and running. Attention should be taken of the Standard as it states;

***‘it will take time, resources and commitment to get these systems in place and local authorities will move at different rates’.***

- 3.3 Indeed, even different Departments / business areas within authorities will move at different rates, a feature identified already by HBC. The requirement however is for an authority to move forward as a whole. For this reason, it is important that progress through the levels is monitored and audited in a way that measures the achievement of each level. It is for this reason that Performance Management becomes critical and HBC are correct in their approach to implementation of the Standard to have this as a focus area.
- 3.4 Once the Standard is in place (*the local authority has reached Level 5*) the system provides a continuous framework for reviewing policies and services, notably because attainment of the Standard is a fluid and not a static activity.
- 3.5 HBC will be able to assess its progress based on 5 levels:

**Level 1: Commitment to a Comprehensive Equality Policy**

**Level 2: Assessment and Consultation**

**Level 3: Setting equality objectives and targets**

**Level 4: Information systems and monitoring against targets**

**Level 5: Achieving and reviewing outcomes**

- 3.6 Successful implementation of the standard will depend on a partnership between HBC and the community and should involve:

Councillors	⇒	to provide leadership and support
	⇒	to ensure resources are available
	⇒	to engage with the local community
	⇒	to provide a scrutiny role
Managers/Staff	⇒	to work towards speedy implementation
Trades Unions	⇒	to organise and participate in training
	⇒	to challenge existing cultures and traditions
	⇒	to engage with the community
Community/	⇒	to work with the equality planning process
Voluntary Sector	⇒	to participate in scrutiny

⇒ to extend knowledge of the equality standard  
within  
the community

- 3.7 The Standard represents a tool that can bring about change but this can only be achieved through an active engagement in the processes it sets out.

#### **4.0 EXTENDING EQUALITY BEYOND GENDER / RACE / DISABILITY**

- 4.1 The Standard provides a framework that can be easily extended to anti-discrimination policies for age, sexuality, religion and religious beliefs [In line with European Directives]. Authorities can readily adapt the principles to these other categories of equality by extending their equality objectives, targets and monitoring systems. These additional equality objectives, which should be consistent with published guidelines on age and sexuality, would be driven through the self-assessment procedure and would effectively become part of the Best Value process.
- 4.2 HBC has clearly committed to the main equality categories and has allowed sufficient flexibility to incorporate further equality categories that may emerge locally or by changes to policy / statute. This is clearly reflected in the Equality & Diversity policy / scheme.
- 4.3 Of note is the pending imposition on the public sector of a positive duty to promote equality with regard to gender [April 2007], and to mainstream such through core business activity.

#### **5.0 LEVEL 2**

- 5.1 The key requirements of the Standard to achieve Level 2 are

- engagement with self-assessment
- engagement with needs/impact/requirement assessment
- engagement in consultation with designated community, staff and stakeholder groups
- engagement in the development of information and monitoring systems
- engagement in equality action planning

**5.2 In determining whether support exists for the Council's Level 2 claim, then review of the Council's evidence as against these requirements has been undertaken to determine sufficient engagement, and is set out below.**

### **5.3 SELF ASSESSMENT**

- The establishment of a self-assessment process is central to the development of the Standard. It is noted that HBC have adopted the e-sat system, but there does not appear to be any qualitative information in support of the Council's claim at Level 2.
- The management and co-ordination of self-assessment is to be carried out at departmental level. It is noted that HBC have made a clear commitment to progress and implement a self-assessment process by virtue of a commitment to progress implementation of the Standard, but such is not currently in place. This does not weaken any Level 2 claim; it means that progress on developing self-assessment must now be acted upon. In support of this is the fact that the Council has more than adequate skill and ability to produce a self assessment report for the Comprehensive Performance Assessment process, although additional capacity had to be identified to permit this to happen.
- It is noted that the Council's Diversity Officer is located within Human Resources. Given that the Council's work with regard to equality and diversity is cross cutting all departments, it is unclear why such role is not located within Corporate Strategy. This would lend itself to

tighten the relationship between the equality and diversity work of the Council, alongside the Council's other corporate activities around performance management. In other words, the Council would be better placed to ensure that Diversity work and activity is happening across all areas of the Council, and not just within Human resources. The ability of the Diversity Officer is therefore not being fully utilized due to location. The other added risk of remaining in Human Resources is that it perpetuates the traditional view of diversity work being the responsibility of personnel or human resources.

- There has been some self-assessment at Level 1 /2, such needing to have been undertaken to support the Council's claim but this was not service area driven / informed. To progress, there needs to be a corporate wide engagement in self assessment, which should also clearly cross reference to the performance management activity within the HBC. In other words, where are the elements of the Standard, featured within the current service planning system, thus requiring operational areas to progress? If progressed, this would also ensure greater consistency in methodology for further development of the Standard and its implementation. There is evidence of this beginning to happen through the revised strategic planning guidance, but it is reported that there is wide discretion as to how such is implemented. Clearly a balance needs to be struck in terms of permissible discretion to reflect the range of services provided and consistent implementation of the Standard. This could be addressed as the strategic planning guidance is cascaded through departmental and service plans and developed in the light of experience.
- Some involvement of external stakeholders could be considered as part of the structures for reviewing self-assessment. Considerable progress has been made by the Council in engaging such stakeholders but they appear not to be informed of the Council's work with regard to the Standard nor of the review of services via the Impact Assessment process. The Council, through the Diversity

Steering Group (DSG), needs to agree a format for progressing the self assessment process and then sharing such with the stakeholder groups that they have already engaged with.

- However, HBC have demonstrated a level of commitment to externality by engaging an external organisation in the form of DIALOG.

#### 5.4 EQUALITY IMPACT ASSESSMENT[S]

- Equality Retrospective and Predictive Impact Assessment (INRAs and DIAs respectively) is an essential component of the Standard at level 2 and 3 because it provides the basis for service driven Equality Objectives. Within HBC the requirement to progress INRAs and DIAs appears to have been consistently progressed, driven in part by the Race Equality Scheme and the requirements of the Race Relations (Amendment) Act.
- Whilst INRAs / DIAs have been completed, there appears, at this stage, to be no mechanism for critical peer, staff or stakeholder review or challenge of that assessed. The generally held view was that the benchmarking of the INRAs / DIAs was done by the Diversity Officer. It is strongly suggested that a structure now be put in place that allows for the INRAs as completed to be subject to some level of internal / external challenge. This will serve to support the fundamental reason upon which the new duties are predicated which is about tackling institutional discriminatory processes. If the only review is internal this is unlikely to be identified / achieved. At the same time, this will also engage with those who the services are designed to meet and allow for constructive feedback as to whether or not the assessments undertaken have in fact identified the issues affecting the staff / stakeholders of HBC services.
- In addition to the above, it is not clear what role elected members have in reviewing the INRA / DIA process. It appears that (apart from reporting to the Performance Management Portfolio Holder with a list

of INRAs / DIAs previously undertaken) the INRAs / DIAs are not reviewed in whole or in part by the members, yet the conclusions from them may mean the need for a significant policy shift in the way a service is structured / delivered. Consideration should be given to at least including some completed INRAs / DIAs in the development process for members so as to at least alert them of the process and their purpose. Consideration should also be given to amending the current format for reports to the Council, with a requirement that where proposals are being submitted, then the equality and diversity considerations are detailed and cross referenced to completed INRAs / DIAs.

- INRAs / DIAs should not be managed by the DSG. They should be managed by the service areas and should link back to the business / performance management process highlighted above. The role of any Diversity Officer and / or Steering Group should be advisory, not to undertake, albeit they may co-ordinate the responses to the progress being made, reporting on this to the Corporate Management Team. However, the evidence provided demonstrates clearly that the Authority has engaged, with the INRA / DIA process and needs to progress next steps. Critical to this is the linkage back to the service planning process. It is noted that a new process has been developed but the outcomes of such are not evident at this stage.

## 5.5 CONSULTATION

- There is evidence of consultation procedures, and intention to further progress this right across HBC and through the local stakeholder groups, partnerships and staff groups. Within this, the equality & diversity agenda appears to be given a clear footing. This appears to be helping to clarify the position amongst staff and stakeholders about wishes and intentions with regard to equality and diversity and hence there is some common understanding, particularly with regards to what is realistic.

- The community stakeholder groups, with the exception of the issue over money for their cause, were not critical of HBC. The views expressed by all groups were very encouraging and positive. There remains a level of healthy scepticism, but the firmly expressed view was that the Council had made considerable efforts over the last three years and they are now at a stage where they are beginning to have a level of trust with HBC that did not previously exist. They commented that they also now have routes into the Council in terms of engagement that previously did not exist. In other words, they now know who they need to contact.
- A similar picture was presented through the staff groups, both 'formal' staff groups and front line staff. Various examples were given by staff who have worked for the Council for many years and who had / were experiencing a shift in the culture of the Council to be more responsive and understanding of staff diversity issues. Staff reported positive examples of feeling supported and safe in raising issues related to equality and diversity, which they would not have done historically, or when they have done in the past, have had a very negative experience.
- As noted above, the current consultation system does not lend itself to the activity around INRA / DIA or Self Assessment. These are essential elements to the Standard and should require the operational areas to subject their respective assessments to some level of consultation, particularly where change in the service is envisaged. It would not be cost effective or indeed appropriate to have all area managers going off and independently consulting. Some consideration is needed to extending the existing corporate process to facilitate more formalized scrutiny of INRA / DIAs and Self Assessment by staff and stakeholders. Whether such scrutiny should be done on a voluntary or commissioned basis is to be explored.

## 5.6 INFORMATION AND MONITORING

- Information gathering and monitoring systems are an essential component to support equalities and diversity activity in any organization. This work appears to have commenced within HBC but is in the early stages. In particular, local demographic information needs to be explored and made available to the operational areas as a means of informing the INRA / DIA process. In looking across the range of INRAs / DIAs completed, in many it is not clear what information has been used to inform them, and whether such information is held departmentally or corporately.
- With regard to the monitoring of whether progress is being made, comment has been made above of the self assessment process. It is noted that HBC are ensuring that progress that is being made, is being captured through the Council's Performance Management processes, and that such is then reported in formal reports to both the member with Portfolio and the Corporate Management Team.
- The council has established an DSG which has representation from all the departmental areas. This serves as another layer of monitoring and reporting of progress. Where progress is not being made, then this is pursued through the group and in particular through the actions / activity of the Council's Diversity Officer who is very pro-active in following matters up. The group is chaired by the Chief Personnel Officer who is also a member of the extended Corporate Management Team and provides a direct route into the most senior group within the organization. Whilst this arrangement appears to work, it seems that such has evolved from history as opposed to design. Given that the focus of the Standard is about challenging existing practices relating to both employment and service delivery, question is raised as to whether the lead on equalities ought to be located within an operational arena, given the bulk of activity to progress will rest with the operational areas.

## 5.7 PAY AND REVIEW

- There is a commitment to equal pay review. Engagement with the process is ongoing and the deadline for completion is the 1<sup>st</sup> April 2007. A job evaluation is nearing completion and the Council is currently undertaking a moderation exercise.

## **5.8 LOCAL LABOUR MARKET STUDY**

- HBC and other Tees Valley local authorities support Joint Strategy Unit who provide an information service on a range of issues including the local labour Market. HBC draws upon the expertise of the JSU to provide information to support their diversity work.

## **5.9 SUMMARY**

- 5.10 Overall, there is strong evidence to support the Council's claim at Level 2 of the Standard. There are some areas that could be usefully enhanced to embed the significant progress that has been made to date. A summary of these by way of recommendations is detailed below.
- 5.11 In light of the foundations having been established for Level 2, the Council now well placed to progress a Level 3 claim. For this reason, a proposed action plan is set out below to support the Council's work in moving towards this goal. It will be evident from this that the Council is currently progressing some elements of Level 3 activity.

## **6.0 LEVEL 3 – ACTION PLAN**

- 6.1 For completeness, the requirements for Level 3 of the Standard are set out below so as to frame the developments that need to be made to achieve this, given that Level 3 is about doing, rather than commitment to do.

6.2 The Standard states that to achieve Level 3 an Authority will have to demonstrate:

- That it has completed a full and systematic consultation process with designated community, staff and stakeholder groups
- That it has set equality objectives for employment, pay and service delivery based on impact and needs/requirements assessment and consultation
- That equality objectives have been translated into action plans with specific targets
- That it is developing information and monitoring systems that allow it to assess progress in achieving targets
- That action on achieving targets has started

6.3 The actions associated with Level 3 of the Standard are intended to consolidate the processes of self assessment, INRA / DIA and consultation that have been engaged with at level 2 and extend them into a comprehensive system applying to the whole of the Authority. At this level we would expect to see INRA / DIA having been carried out across the Authority, leading to the development of equality objectives and action plans for each service area, and as such is then fully integrated into the service planning and performance management processes of HBC.

## 7.0 RECOMMENDATIONS

- 7.1 Member Engagement** – Members do have a profile on the equality and diversity front. This could and should be enhanced by development input to allow them to understand the government's agenda on equality and the new equality duties and how such relates to HBC. In particular Members should be alert to the process of INRAs / DIAs and Self Assessment.

**Recommendation: Member development needs to include equality and diversity as it relates to what is happening in HBC, especially in relation to the process of INRA / DIA and self assessment. There should also be some exploration as to the role of scrutiny in reviewing the Council's equality and diversity activity. Linked to this, consideration should also be given to amending the current format for reports to the Council and requiring that where proposals are being submitted, then all equality and diversity considerations are detailed and cross referenced to a completed INRA / DIA.**

- 7.2 Self Assessment** – The need for the Council to produce a detailed self assessment of its progress as against the elements of Levels 1 – 3 of the Standard would be a requirement for any validation of a Level 3 claim. Significant information exists to inform this through the use of e-s@t and the various storyboards developed for the CPA. However, any self assessment will need to be informed from the departments individually and then brought together to produce the corporate assessment. This would need to address the four elements at each level of the Standard.

**Recommendation – The methodology for self assessment needs to be agreed and progressed. Guidance in respect of this is available and can be provided. (There are also examples from the**

**authorities that have recently completed such assessments as part of the piloting of the Equality Mark validation scheme at Levels 3 and 5).**

- 7.3 INRAs/DIAs** - Whilst INRAs / DIAs have been completed, there appears, at this stage, to be no mechanism for critical peer, staff or stakeholder review or challenge of that assessed. The generally held view was that the benchmarking of the INRAs / DIAs was done by the Diversity Officer.

**Recommendation** - It is strongly suggested that a structure now be put in place that allows for the INRAs / DIAs as completed to be subjected to some level of internal / external challenge. Linked to this, INRA / DIA should not be managed by the DSG. They should be managed by the service areas and should link back to the service planning / performance management process highlighted above. The role of any Diversity Officer and / or Steering Group should be advisory.

- 7.4 Consultation** - the current consultation system does not lend itself to the activity around INRA / DIA or Self Assessment. Both of these are essential elements to the Standard and both should require the operational areas to subject their respective assessments to some level of consultation, particularly where change in the service is envisaged. It would not be cost effective or indeed appropriate to have all service managers going off and independently consulting.

**Recommendation** - Some consideration is needed to a corporate process that the operational areas can access with regard to consultation on the INRA / DIA and self-assessment process. The networks clearly exist and the stakeholder groups indicated a willingness to be involved. Whether such should be done on a voluntary or commissioned basis is to be explored.

- 7.5 Diversity Officer** – The Diversity Officer appears to be instrumental in orchestrating the activity of the Council with regard to equality and diversity. Feedback from many interviewed indicated that if such was not in place, then the work of the Council would be severely hampered. In light of this, question is raised as to whether the current location of the Diversity Officer within Human Resources is the most appropriate / effective and whether greater impact on the Council would be achieved if such post was to be re-located within Corporate Strategy.

**Recommendation – The Diversity Officer post be seriously considered for re-location to Corporate Strategy where it can align greater with performance management, best value and consultation activity of the Council etc.**

- 7.6 Lead on equality** - Given that the focus of the Standard is about challenging existing practices relating to both employment and service delivery, question is raised as to whether the lead on equalities ought to be located within an operational arena, given the bulk of activity to progress will rest with the operational areas. The current situation appears to have evolved out of history and not by design.

**Recommendation – Consideration is given to locating the Officer lead on equality with a senior operational Director.**

- 7.7 Information systems** - Information gathering and monitoring systems are an essential component to support equalities and diversity activity in any organization. This work appears to have commenced within HBC but is in the early stages. . In particular, local demographic information needs to be explored and made available to the operational areas as a means of informing the INRA / DIA process. In looking across the range of INRAs / DIAs completed, in many it is not clear what information has been used to inform them, and whether such information is held departmentally or corporately.

**Recommendation – The information systems to inform the INRA / DIA process need to be clearly identified and officers informed of the same.**

## Appendix 2

## Action Plan in response to the DIALOG Report

Area For Improvement	Action	Date to be completed	Responsibility
<b>Member Engagement</b>	Explore options re the role of Scrutiny in Equality and Diversity	Jul 07	Charlotte Burnham
	Improve Equalities information included in Reports to Members	Jul 07	Amanda Whitaker
	Develop the Equality and Diversity Skills of Elected Members	Sept 07	Julie Wilson
<b>Self Assessment</b>	Develop Self Assessment methodology	Mar 08	Margaret Hunt
<b>INRA's/DIA's</b>	Identify and release capacity to, and undertake Self Assessment	Mar 08	Margaret Hunt
	Establish External Scrutiny Forum comprising stakeholder representatives	Oct 07	Vijaya Kotur
	Include Critical analysis of INRA's and DIA's in DSG workplan	Jun 07	Vijaya Kotur
	Establish Employee Focus Group	Oct 07	Vijaya Kotur
	Extend INRA and DIA guidance to include Departmental 'critical friend' role	Sept 07	Vijaya Kotur
<b>Consultation</b>	Identify and secure Budget provision for External scrutiny	Jul 07	Vijaya Kotur
<b>Equality Officer</b>	Review location of Equality function within Chief Executive's Department	Jun 07	Joanne Machers
<b>Lead on Equality</b>	Consider appointment of CMT Equalities Champion	Apr 07	Joanne Machers
<b>Information Systems</b>	Improve local population data available	Jun 07	Peter Turner

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

**26 March 2007**



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

**Subject:** RELEASE OF COVENANT, ST. COLUMBA'S CHURCH

---

### **SUMMARY**

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

To obtain Portfolio Holder approval to the release of a restrictive covenant on this site.

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

The background to the proposed housing development is explained referring to the report presented to Portfolio Holder in August 2006. The terms for the proposed release of covenant are then explored.

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

Portfolio Holder has responsibility for the Council's land and property assets.

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

Non key

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

Portfolio Holder only

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

That Portfolio Holder approves the release of the covenant subject to the terms proposed.

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

**Subject:** RELEASE OF COVENANT, ST. COLUMBA'S CHURCH

---

**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to the release of a restrictive covenant on this site.

**2 BACKGROUND**

- 2.1 Portfolio Holder will recall that in August 2006, it was reported that the Council and its partner, Three River Housing Group (TRHG), had been successful in a bid to the Department of Health (DH) for funding to assist in the development of supported housing for people with Learning Disabilities. This housing was to be developed on land adjacent to St Columba's Church, Dryden Road. Given that the scheme was the result of funding achieved in partnership with Three Rivers, and given that the Council had nomination rights over the housing, special consideration was given to the release of covenant on this site to enable the scheme to proceed.
- 2.2 At the time of the report, it was noted that Three Rivers Housing Association were applying to the Housing Corporation for funding to develop the remainder of the St. Columba's Church site, and it was stated that should this funding be obtained, there would be an application for a release of the restrictive covenant on the remainder of the site. This report details with this application.
- 2.3 The Council originally sold this land to the church on 24th August 1964 and the conveyance contained a restricting prohibiting the use of the land for anything other than a church. The plan attached at **Appendix 1** to this report shows the area of land which is still subject to this restriction.
- 2.4 Three Rivers Housing Association have now approached the Council with plans to develop the remainder of the site with 12 general needs flats. The scheme is to complement the 6 flats for shared ownership to people with learning disabilities that is being developed on the rest of the site, and it is planned that the tenant mix will also complement the special needs housing on site. This matter went to the Central Neighbourhood Consultative Forum on 23<sup>rd</sup> March 2006 and received planning permission on 20<sup>th</sup> March 2006.

The scheme includes the demolition of the church and the construction of a new parish centre, which will be modern and energy efficient.

- 2.5 It is proposed that the Council will have 100% nomination rights over the whole of this part of the site in respect of first lettings and sales (in respect of the shared ownership properties). After this time the Council will have 75% nomination rights over future sales and lettings for a period of 20 years.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of this report are enclosed in the attached confidential **Appendix 2. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information) (Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

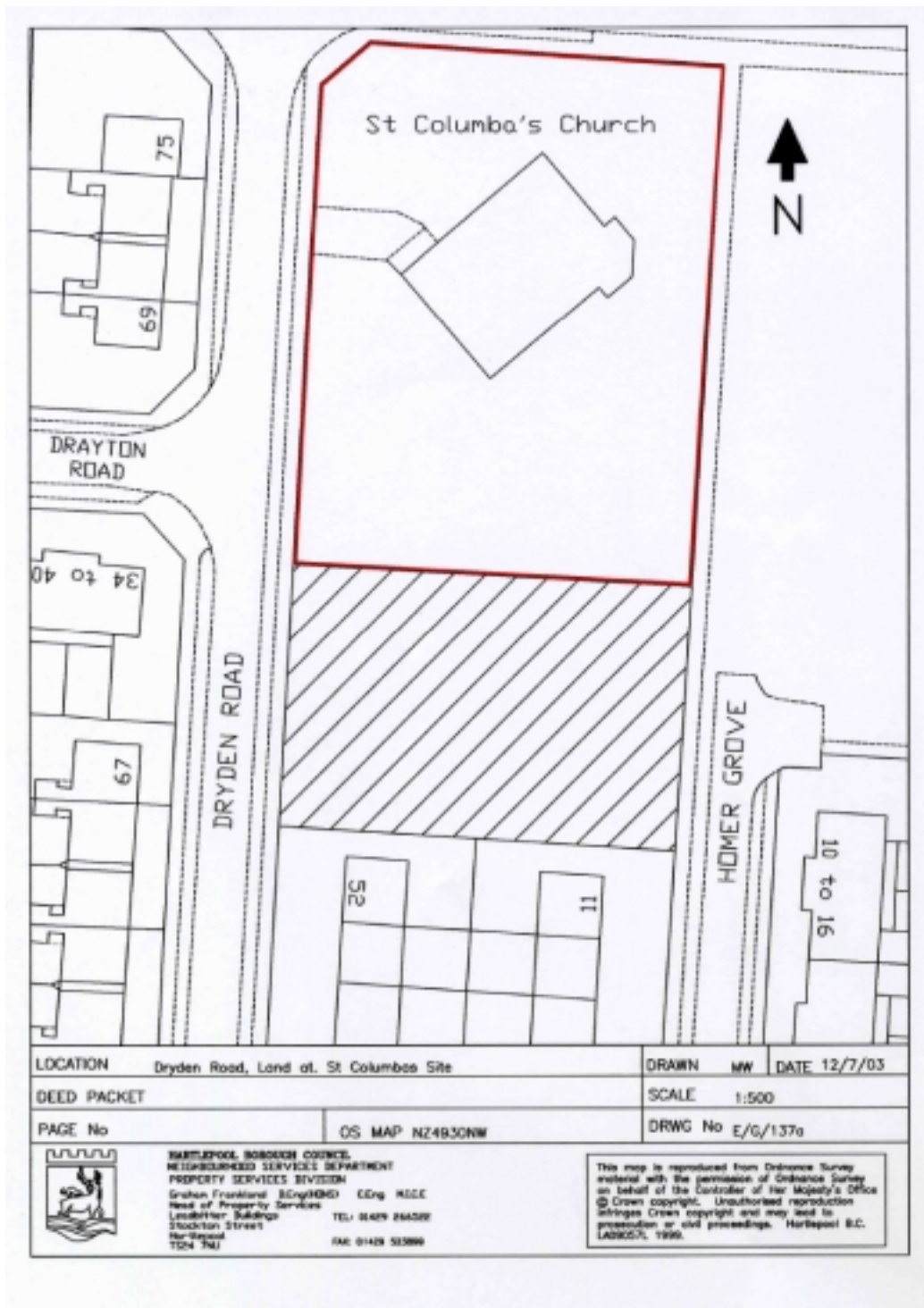
### 4. SUMMARY

- 4.1 The development meets the Council's housing needs strategy and is supported by Regeneration and Planning and Adult and Community Services. The Scheme has received planning permission and has undergone a consultation exercise.
- 4.2 The development of the shared ownership part of the scheme will be a first for the North of England, giving people who wish to live independently but are unable to buy outright a real choice. The redevelopment of St. Columba's Church will provide a community resource for the benefit of all in the area.

### 5. RECOMMENDATIONS

- 5.1 That Portfolio Holder approves the release of the covenant subject to the terms proposed.

## APPENDIX 1



## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

**26 March 2007**



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

**Subject:** FORMER RENT OFFICE, OWTON MANOR LANE  
AND INFILL SITES, DYKE HOUSE

---

### **SUMMARY**

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

To obtain Portfolio Holder approval to the proposed land transactions.

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

The report outlines an approach to the Council to dispose of areas of land and also looks at the proposal to carry out some regeneration works to an area within close proximity of these sites. Terms are then explored in light of a request for the Council to fund the regeneration works.

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

Portfolio Holder has responsibility for the Council's land and property assets

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

Non-key

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

Portfolio Holder only

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

That Portfolio Holder grants authority for the disposal of the sites subject to the terms proposed, with the capital sum being received to the Council being used for regeneration activities.

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

**Subject:** FORMER RENT OFFICE, OWTON MANOR  
LANE AND INFILL SITES, DYKE HOUSE

---

**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to the proposed land transactions.

**2. BACKGROUND**

- 2.1 Both the Council and Housing Hartlepool have recently been approached by ward members who have asked whether there is any funding available to contribute to the refurbishment of St. Patrick's Shops.
- 2.2 The shops which are privately owned, are in a state of disrepair, and it is proposed that works be undertaken to the exterior of the properties to improve the local environment.
- 2.3 Housing Hartlepool have stated that they would find it difficult to contribute direct funding to the scheme. They have however suggested that they could assist with both the scheme and with the regeneration of the general area by purchasing the former Owton Manor Rent Office, as shown on the plan attached to this report at **Appendix 1**, and demolishing it.
- 2.4 At the same time, Housing Hartlepool made the Council aware of some other sites within their Dyke House Estate, which they would like to purchase to develop housing. The land, which is shown on the plan attached to this report at **Appendix 2**, is currently undeveloped and remained within the ownership of the Council upon transfer of the Council's housing to Housing Hartlepool in March 2004. This land is regarded as a maintenance liability to the Council and a location for anti-social behaviour. If Housing Hartlepool were to develop these sites, the Council will benefit as it will be granted 100% nomination rights over the properties that are developed.

**3. FINANCIAL IMPLICATIONS**

- 3.1 Details of confidential financial implications are attached at **Appendix 3. This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local**

**Government (Access to Information)(Variation) Order 2006** namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).

#### **4. RECOMMENDATIONS**

- 4.1 That Portfolio Holder grants authority for the disposal of the sites subject to the terms proposed, with the capital sum being received to the Council being used for regeneration activities.





## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

**26 March 2007**



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

**Subject:** LAND AT GREENOCK ROAD, HARTLEPOOL

---

### **SUMMARY**

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

To obtain Portfolio Holder approval to the disposal of land.

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

The report contains the background to the proposed scheme and negotiations that have taken place.

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

Portfolio Holder has responsibility for the Council's land and property management

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

Non-key

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

Portfolio Holder only

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

That Portfolio Holder grants approval to the transfer of land subject to the terms proposed.

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

**Subject:** LAND AT GREENOCK ROAD, HARTLEPOOL

---

**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to the disposal of land.

**2. BACKGROUND**

- 2.1 In December 2006, North Star Housing Group, a social housing provider, having failed in their negotiations for a privately owned site (at the Church of the Nazarene in Murray Street), approached the Council to ask what land might be available to allow them to use the Housing Corporation funding that they had been allocated. The allocation had to be committed prior to the end of March 2007 and therefore there was some urgency required to ensure the resource could be utilised.
- 2.2 Consultation has taken place with New Deal for Communities (NDC) who have indicated that whilst they would have preferred that the housing was located within the New Deal for Communities Regeneration area, they are aware that North Star Housing Group have made every attempt to find an alternative site to no avail. They have therefore given their support to the scheme progressing elsewhere.
- 2.3 The development contributes to the Council's Housing Strategy and is supported by the Strategic Housing Manager.
- 2.4 North Star Housing Group therefore considered a variety of sites within the Borough concluding that the area of public open space at Greenock Road (shown hatched in the plan at **Appendix 1**) may be appropriate.
- 2.5 Further consultation with NDC the Housing Strategy Team and Housing Hartlepool have taken place with each organisation confirming their support. If any disposal was to be approved this should be subject to consultation with residents and Ward Members as part of the planning process.
- 2.6 The development would consist of the erection of 10 no. dwellings (4 no. 3 bed and 6 no. 2 bed houses). The housing will be available to provide general needs housing within the social rented sector.

Should planning approval be granted, the disposal of land would also need to be advertised in the local press for two consecutive weeks, inviting representations.

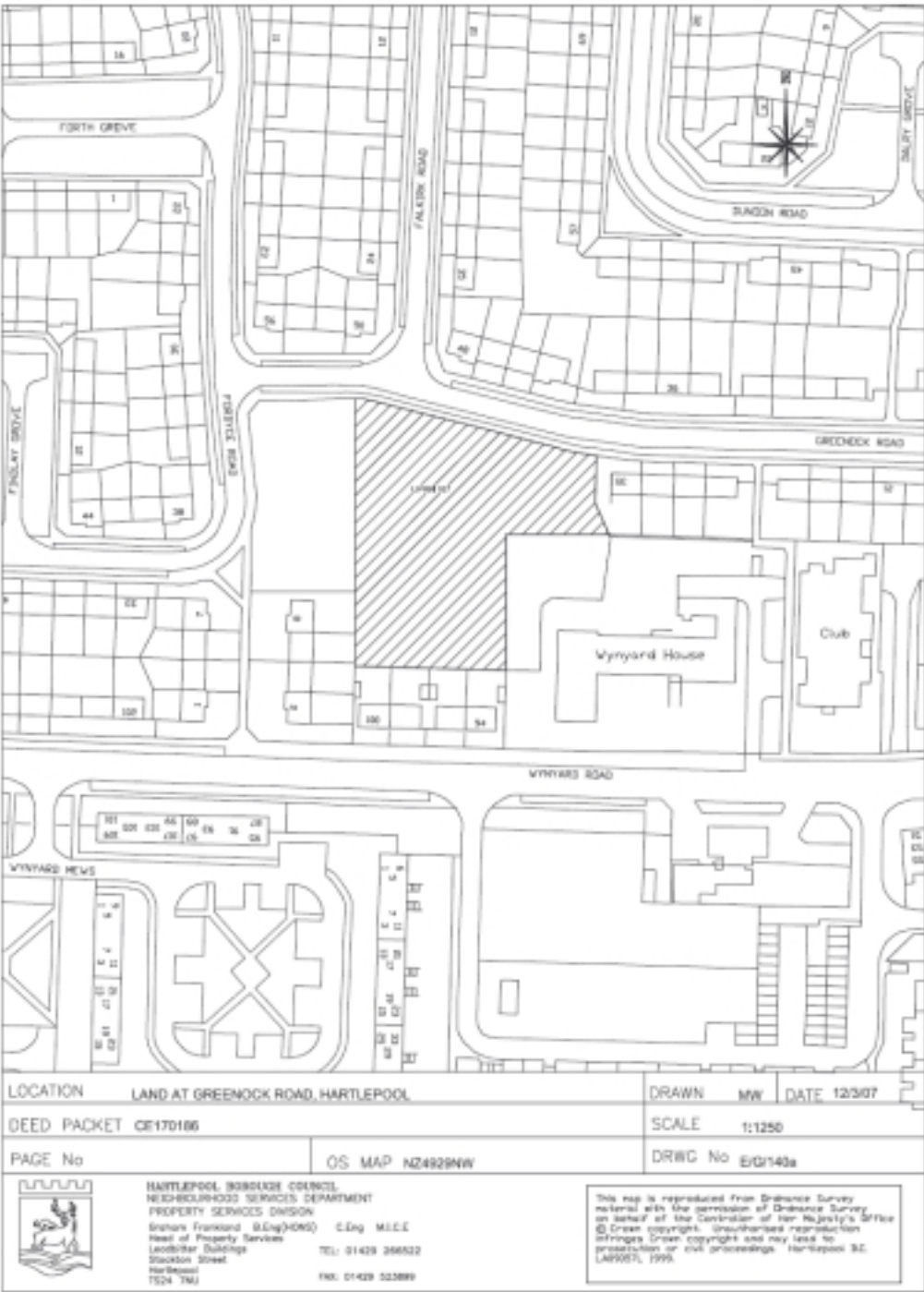
- 2.7 As this land is designated Public Open Space, it was suggested that the Council's Development Control Section first be contacted to ascertain whether they would have any objections. The response received stated that due to the site being identified for residential development in a previous plan there were special circumstances that would 'make residential development of this site to be acceptable in principle'.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The financial implication are attached at the confidential **Appendix 2**. **This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

### 4. RECOMMENDATIONS

- 4.1 That Portfolio Holder grants approval to the transfer of land subject to the terms proposed.



## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

**26 March 2007**



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

**Subject:** LAND AT THE REAR OF 3 VICTORIA PLACE,  
HARTLEPOOL

---

### **SUMMARY**

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

To obtain Portfolio Holder approval to the proposed sale of land.

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

The report contains background to the proposal with an analysis of the proposed benefits and an outline of the proposed terms.

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

Portfolio Holder has responsibility for the Council's land and property assets

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

Non-key

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

Portfolio Holder only

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

That Portfolio Holder grants approval to the proposed sale of land.

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

**Subject:** LAND AT THE REAR OF 3 VICTORIA PLACE,  
HARTLEPOOL

---

**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to the proposed sale of land.

**2 BACKGROUND**

- 2.1 In 2006, the Council's Estates Section carried out a review of the various garage sites which are let to parties on the Headland. The overall response from a survey of existing owners was good and the information was collated so that a comprehensive list of occupiers now exists.
- 2.2 The survey noted that although many of these garages were adjacent to residential properties the residents living in the area were not necessarily the ones taking garages.
- 2.3 Such is the scale and extent of the time for which the garage site tenants have been in occupation, it was considered that this situation cannot be rectified en masse. It is possible that when the situation arises that a garage site occupier wanted to be relinquished from their agreement, local residents would be contacted first.

**3 CONSIDERATIONS**

- 3.1 The Council have been approached by the tenant occupying the garage site to the rear of 3 Victoria Place. This tenant stated that she no longer wished to licence the site. The site abuts the rear yard of 3 Victoria Place, as is shown on the plan attached to this report at **Appendix 1**.
- 3.2 The owners of 3 Victoria Place have been asked whether they would consider either purchasing the site or taking a licence on it. In response they requested whether they could take a licence over the land, with a view to a purchase in 6 months' time.
- 3.3 As there was a previous licence in existence, the Estates Manager arranged for this to be terminated and instructed for a new licence to be completed under delegate authority. Portfolio Holder approval is now requested for the sale to be progressed.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 Details on the confidential financial implication can be found at **Appendix 2 This item contains exempt information under Schedule 12A of the Local Government Act 1972, (as amended by the Local Government (Access to Information)(Variation) Order 2006) namely, Information relating to the financial or business affairs of any particular person (including the authority holding that information).**

#### **5. RECOMMENDATIONS**

- 5.1 That Portfolio Holder grants approval to the proposed sale of land.



## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

**26 March 2007**



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

**Subject:** LEASING OF SPACE WITHIN OWTON  
MANOR COMMUNITY CENTRE

---

### **SUMMARY**

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

To obtain Portfolio Holder approval for the granting of a lease to Cleveland Police to occupy a room in Owton Manor Community Centre.

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

The report contains background to the request with an outline of the proposed terms.

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

Portfolio Holder has responsibility for the Council's land and property holdings.

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

Non Key

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

Portfolio Holder only

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

That Portfolio Holder grants approval to the transaction.

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

**Subject:** LEASING OF SPACE WITHIN OWTON MANOR  
COMMUNITY CENTRE

---

**1. PURPOSE OF REPORT**

- 1.1 To obtain Portfolio Holder approval to the proposed lease of the above premises.

**2 BACKGROUND**

- 2.1 Hartlepool Police currently occupy space in the Owton Manor Community Centre, but have requested that they be permitted to occupy two further rooms, one office and a storeroom. The police propose to use this as storage space, as a locker room and for storage of other equipment and also as space for officers to complete paperwork. In the storeroom they plan to store bicycles and equipment that is currently stored in the small police office that forms part of the Owton premises, this will allow the Police to open up the interview room at the office enabling officers interview members of the public.
- 2.2 The Youth Offending Service and Drug Action Team in the Council have agreed with the police to cover the rent as part of the Safer Hartlepool Partnership Initiative. The lease that they require is an annual lease.

**3. FINANCIAL IMPLICATIONS**

- 3.1 The annual rent for the two rooms is £900 per annum, this is to be paid by the Council's Youth Offending Services and Drug Action Team. The main requirement for the lease to be granted is to formalise the occupation of the police and to indemnify the Council against this occupation.

**4. RECOMMENDATIONS**

- 4.1 That Portfolio Holder approve the granting of a lease to Cleveland Police.

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report To Portfolio Holder

26<sup>th</sup> March 2007



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

**Subject:** GREEN WASTE COMPOSTING SERVICE

---

### SUMMARY

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

To obtain Portfolio Holder approval to enter into partnership with other Tees Valley local authorities for the joint procurement of a Green Waste Composting Service.

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

The report provides a brief explanation of the current operation and the proposed procurement route.

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

Portfolio Holder has responsibility for procurement of services.

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

Non key decision

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

Portfolio Holder only

#### **5.0 DECISION(S) REQUIRED**

That the Portfolio Holder grants authority to enter into a joint tendering exercise with other Tees Valley local authorities in the procurement of a green waste composting service in line with the proposals covered in the body of the report.

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

**Subject:** GREEN WASTE COMPOSTING SERVICE

---

## **1.0 PURPOSE**

- 1.1 To obtain Portfolio Holder approval to enter into a joint tendering exercise with other Tees Valley local authorities for the joint procurement of a green waste composting service.

## **2.0 BACKGROUND**

- 2.1 In January 2007, the Head of Procurement and Property Services was approached by Andrew Craig, Waste Development Officer, who is jointly employed by the four Tees Valley Councils with a view to exploring a joint working opportunity for the composting of green waste.
- 2.2 The contract has been added to the agenda of the Tees Valley Joint Procurement Group whereby Authorities meet to look at opportunities to consolidate resources and gain efficiencies by undergoing joint tendering arrangements.
- 2.3 Hartlepool B.C.'s Procurement Team would be leading on the tendering exercise and would undertake all necessary administrative tasks associated with the process

## **3.0 CONTRACTUAL ARRANGEMENTS**

- 3.1 The existing arrangement for the composting of green waste for Hartlepool B.C. and Stockton B.C. has been a joint arrangement with Andrew Thompson. This company collects the green waste from the respective Council's Recycling Centres and takes the waste to their premises near Sedgefield. Middlesbrough, Darlington and Redcar and Cleveland all have their own individual arrangements
- 3.2 The proposed contract will be a Framework Arrangement and the Tender documents will request that the successful Contractor(s) will provide a site or sites to which the Council will be able to bring Green Waste to be made into compost by the Contractor. Optional additional services to be provided by the Contractor are:

- a) A service shredding Green Waste at locations to be specified by the Council
  - b) A service accepting relatively contaminated Green Waste from which contaminants may be removed by the Contractor before composting
  - c) A service transporting either shredded or un-shredded Green Waste to the Contractor's site
  - d) Provision of Compost either bagged or in bulk to the Council, householders or other parties specified by the Council.
- 3.3 The Tees Valley local authorities between them generate approximately 26,000 tonnes of green waste/year. Some councils may decide to implement or expand kerbside collection schemes in the medium term, resulting in the total municipal green waste being separated within the Tees Valley increasing to up to 40,000 tonnes/year.
- 3.4 Once the contract is awarded each Authority will have responsibility for managing the service within their own borough in line with their requirements.

#### **4.0 RECOMMENDATIONS**

- 4.1 The Portfolio Holder grants authority to enter into a joint tendering exercise with other Tees Valley local authorities in the procurement of green waste composting service in line with the proposals covered in the body of the report

## **PERFORMANCE MANAGEMENT PORTFOLIO**

Report to Portfolio Holder

26th March 2007



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

**Subject:** DIVERSITY IN PROCUREMENT UPDATE

---

### **SUMMARY**

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

To provide an update on the inclusion of the Local Government Equality Standard in the Council's procurement processes.

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

The report highlights the significance of mainstreaming Equality and Diversity into the procurement process and outlines the progress made to date.

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

Portfolio Holder is the Procurement Champion.

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

Non key decision

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

Portfolio Holder only

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

The Portfolio Holder notes the progress to date.

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

**Subject:** DIVERSITY IN PROCUREMENT UPDATE

---

**1. PURPOSE OF REPORT**

- 1.1 To provide an update on how the Local Government Equality Standard has been integrated into the Council's procurement processes.

**2. BACKGROUND**

- 2.1 Improving the way in which the Council buys goods and services is a key factor in modernising local government but a specific requirement of the Government's National Procurement Strategy and Gershon Efficiency Agenda.
- 2.2 The Council's decision to adopt the Local Authority Equality Standard places a number of requirements with regard to equality and diversity that need to be mainstreamed into the Council's procurement processes.
- 2.3 The Council needs to utilise procedures and systems to ensure we secure the best goods and services in a cost effective and timely way. In addition this must be done with due regard to ensuring our customers, employees and providers of goods, works and services are dealt with, and operate, in a manner reflecting the Equality Standard.
- 2.4 A report endorsing the Officers Guide to Procurement and associated Standard Contract Documents was approved by the Portfolio Holder on 8<sup>th</sup> August 2005. The last update report to the Portfolio Holder was provided on 16<sup>th</sup> October 2006.

**3. CONSIDERATIONS**

- 3.1 The Portfolio holder is the Council's Procurement Champion and therefore it is important that updates and developments are considered at appropriate times.
- 3.2 A Corporate Procurement Group (CPG) made up of Senior Offices from all departments is now well established and ensures that the Officers Guide & Contract Documents are updated as appropriate. A Diversity in Procurement subgroup was formed from members of the CPG, consisting of representatives of procurement, legal, human resources, adults and Community Services and children's services, to

consider the necessary changes to the Officers Guide and Contract Documents required by the Equality Standard.

3.3 The Council's target of reaching level 3 of the Equality Standard by March 2008, requires the following equality & diversity objectives to be mainstreamed into the Council's procurement process:

- To promote equality and diversity.
- For agencies delivering services on behalf of the council, include within contracts a requirement to deliver an effective and appropriate service, fairly and without discrimination.
- Provide training for managers on the implementation of the equality standard within procurement.
- Establish mechanisms for ensuring that equality targets are met by suppliers through contract management.
- Establish monitoring of contracts to secure equal employment and equal service delivery targets.

3.4 The first three of these objectives have already been met via the following actions:

- Arranging for a contract with all current suppliers, contractors & services providers explaining how equality & diversity objectives will be included in future contracts. The letter asks them, although they are not contractually obliged to until the new contracts come into effect, to 'join in the spirit' of the Equality Standard, in the meantime.
- Updating the Standard Contract Documents to include appropriate equality and diversity clauses.
- Updating the equality & diversity section of the Officers Guide to include appropriate equality and diversity guidance.
- Including reference to the Equality Standard, and the guidance available, in the 'Leadership & Management Development Programme' module in Procurement.

3.5 The last two objectives will be met by making appropriate changes to the Standard Contract Documents. The sub-group is awaiting guidance from Corporate Strategy on how equality targets are to be set and monitored on a Council wide basis, before these objectives are actioned. The sub-group is however, expected to have carried out all the necessary work by the March 2008 target.

#### **4. RECOMMENDATIONS**

4.1 That the Portfolio Holder notes the progress made to date.