

PLEASE NOTE VENUE

PERFORMANCE PORTFOLIO DECISION SCHEDULE



Monday, 21st May, 2007

at 9.00 a.m.

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

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

1. KEY DECISIONS
None

2. OTHER ITEMS REQUIRING DECISION

- 2.1 Chief Executive's Departmental Plan 2006-07 – 4th Quarter Monitoring Report – *Assistant Chief Executive and Chief Personnel Officer*
- 2.2 Communicating with your Council – Monitoring Report 2006/07 – *Assistant Chief Executive and Chief Personnel Officer*
- 2.3 Communicating with your Council – Action Plans for 2007/08 – *Assistant Chief Executive and Chief Personnel Officer*
- 2.4 Review of Strategic Risk Register – *Assistant Chief Executive*
- 2.5 Annual Race and Diversity Report – *Chief Personnel Officer*

3. REPORTS FROM OVERVIEW OF SCRUTINY FORUMS

None

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

21st May 2007



Report of: Assistant Chief Executive and Chief Personnel Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2006/07 – 4TH QUARTER MONITORING REPORT

SUMMARY

1. PURPOSE OF REPORT

To inform the Portfolio Holder of the progress made against the Chief Executive's Departmental Plan 2006/07 in the fourth quarter of the year.

2. SUMMARY OF CONTENTS

The progress against the actions contained in the Chief Executive's Departmental Plan 2006/07 and the fourth quarter outturns of key performance indicators.

3. RELEVANCE TO PORTFOLIO MEMBER

The Portfolio Member has responsibility for performance management issues.

4. TYPE OF DECISION

Non-key.

5. DECISION MAKING ROUTE

Portfolio Holder meeting 21 May 2007.

6. DECISION REQUIRED

Achievement on actions and indicators be noted

Report of: Assistant Chief Executive and Chief Personnel Services Officer

Subject: CHIEF EXECUTIVE'S DEPARTMENTAL PLAN 2006/07 – 4TH QUARTER MONITORING REPORT

PURPOSE OF REPORT

1. To inform the Portfolio Holder of the progress made against the key actions identified in the Chief Executive's Departmental Plan 2006/07 and the progress of key performance indicators for the period up to 31 March 2007.

BACKGROUND

2. The Performance Management Portfolio Holder agreed the Chief Executive's Departmental Plan in May 2006.
3. 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. Issues relating to Procurement are included in this report to Performance Management Portfolio.
4. The Chief Executive's Departmental Plan 2006/07 sets out the key tasks and issues within an Action Plan to show what is to be achieved by the department in the coming year. The plan also describes how the department contributes to the Organisational Development Improvement Priorities as laid out in the 2006/07 Corporate Plan. It provides a framework for managing the competing priorities, communicating the purpose and challenges facing the department and monitoring progress against overall Council aims.
5. The Council recently introduced an electronic Performance Management Database for collecting and analysing corporate performance. In 2006/07 the database has been used to collect performance information detailed in the Corporate Plan and the five Departmental Plans.
6. Each Division has also produced 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.

FOURTH QUARTER PERFORMANCE

7. This section looks in detail at how the Corporate Strategy Division, Human Resources Division and the Procurement and Property Services Section within Neighbourhood Services (Procurement issues only) have performed in relation to the key actions and performance indicators that were included in the Chief Executives Departmental Plan 2006/07.
8. On a quarterly basis officers from across the department are asked, via the Performance Management database, to provide an update on progress against every action contained in the Departmental Plan and, where appropriate, every Performance Indicator.
9. Officers are asked to provide a short commentary explaining progress made to date, and asked to traffic light each action based on whether or not the action will be, or has been, completed by the target date set out in the Departmental Plan. The traffic light system has been slightly adjusted in 2006/07, following a review of the system used previously. The traffic light system is now: -

Red
Amber
Green

- Action/PI not expected to meet target

- Action/PI expected to meet target

- Action/PI target achieved

10. Within the Corporate Strategy and Human Resources Divisions and Procurement and Property Services there were a total of 147 actions and 19 Performance Indicators identified in the 2006/07 Departmental Plan. Table 1, below, summarises the progress made, to the 31 March 2007, towards achieving these actions and PIs.

Table 1 – Corporate Strategy/Human Resources progress summary

	Corporate Strategy		Human Resources		Procurement	
	Actions	PIs	Actions	PIs	Actions	PIs
Green	67	6	29	0	11	0
Amber	2	0	4	0	0	0
Red	8	4	23	0	3	0
Annual	n/a	0	n/a	9	n/a	0
Total	77	10	56	9	14	0

11. A total of 107 actions (73%) have been completed, and a further 6 (4%) are on target to be completed by the target date. These actions are 'ongoing' and can not be signed off as complete. Where deemed appropriate, these actions have been included in the 2007/08 Departmental Plan to ensure that they continue to be monitored.
12. However, a total of 34 actions have been highlighted as not being on target, an increase from 20 actions in quarter 3. More information on these actions can be found in the relevant sections below.
13. It can also be seen that 6 of the Performance Indicators (32%) have been highlighted as having met the target. It can be seen that 4 indicators have been highlighted as having not achieved the year end target, and an explanation for this is given in the relevant section below. There are 9 indicators that are only collected on an annual basis and are currently being collected in line with the Corporate Plan 2007/08 process. Therefore no updates are available for those indicators at present.

Corporate Strategy Division

14. The Plan contained 77 actions that were the responsibility of the Corporate Strategy Division. At the end of the fourth quarter a total of 67 had been completed (87%), and a further 2 (3%) were assessed as being on target to be completed by the target date. This is due to the ongoing nature of those actions, which mean they can not be signed off as completed. However, 8 actions (10%) had not been completed by the due date. Table 2 below details these actions, together with a comment explaining why the deadline has not been met and any appropriate remedial action.

Table 2: Corporate Strategy Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED 100	Agree with Northgate standard processes for problem and change management	Apr 06	Model Office due for implementation during 2007. Awaiting information from Northgate.
CED 102	Conduct annual contract review	Nov 06	Timetable agreed. Report to go to Partnership Board in November 2007.
CED 121	Implement Consultation Strategy action plan	Apr 06 and ongoing	E-consultation system in regular use. Viewpoint members completing questionnaires on line. Talking with Communities meetings continuing. Cons Toolkit finalised. Cons Plan updated. Consultation with people with disabilities being discussed with A&CS
CED 081	Evaluate current O&S arrangements	Feb 07	To avoid duplication following our recent Corporate Assessment, it has been agreed that it is more appropriate to evaluate our current O&S

			arrangements as part of next year's service plan
CED082	Identify areas to improve O&S arrangements	Apr 07	This objective now forms part of 2007/08 service planning arrangements in light of our recent Corporate Assessment to avoid duplication. Although we do continually review our processes and practices where felt appropriate.
CED094	Report quarterly on the impact of the Communications Strategy to Portfolio Holder	Quarterly from June 06	Monitoring now goes before PH at the same time as Divisional Plan. This will occur on 21 May 07.
CED057	Implement Complaints Strategy action plan	Apr 06 and ongoing	Leaflet redrafted, departmental procedures reviewed. Training needs being assessed. Complaints performance reported quarterly to PM Portfolio Holder. E-recording of complaints making progress after long delays.
CED036	Implement agreed technical architecture model	Jul 06 and ongoing	To be considered as part of the ICT Strategy Review

15. The Plan also contained 10 Performance Indicators that were the responsibility of the Corporate Strategy Division. 6 of these (60%) have been assessed as having met the target. However, 4 (40%) have not achieved the target. Table 3 below details these indicators, together with a comment explaining why the indicators have been adjudged to have not met the target.

Table3: Corporate Strategy PIs not on target

Ref	Indicator	Target	Outturn	Comment
LPI CE6	Draft minutes within 10 days (non exec)	90%	85%	Target not achieved due to staff shortages.
LPI CE7	Draft minutes within 3 days (exec)	90%	94%	Improvement on last quarter but just missed target. During last three months there has been increased staff absence along with annual leave being taken. (Figure relates to final quarter). Annual figure 84%
LPI CE8	Final minutes within 4 days (exec)	85%	84%	Again just missed target but it was an improvement on last quarter. Availability of PH affects this PI.
LPI CE9	PIs amended as a result of external audit	0	2	As previously reported 2 PIs (PLS and HIP) had to be amended. PLS due to using an incorrect cell on the CIPFA return. HIP due to P1E info being superseded. Both PIs identified late and as such not subject to 'normal' data quality checking.

16. Within 2006/07 the Corporate Strategy Division completed a number of actions, including: -

- Residents can now access online 'e-forms' to report a number of issues, including refuse collection problems, street lighting issues and wheelie bin queries.
- View point members can now fill out their surveys on-line through the Council's e-consultation system, and the View point (20) survey conducted in June and View point (21) survey in February/March utilised this facility.
- Produced a Data Quality Policy, ensuring arrangements are in place to ensure the quality of Performance Information.

Human Resources Division

17. The Plan contained 56 actions that were the responsibility of the Human Resources Division. As at 31 March a total of 33 (59%) had been completed, and a further 4 (7%) were on target to be completed by the target date stated in the plan. As previously mentioned, this is due to the ongoing nature of those actions, meaning they can not be signed off as completed. However, 23 actions (41%) had not been completed by the due date. Table 4 below details these actions, together with a comment explaining why the deadline has not been met and any appropriate remedial action.

Table 4: Human Resources Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED 504	Review Printing Services	Mar 07	Review of printing services ongoing. Information collected as part of managed print service review and external printing services review will be used to consider printing service options
CED 440	Evaluate year 1 of the Leadership and Management Development Programme and report to Guardian's Group	Sep 06	It is unlikely that this action will be completed.
CED 411	Implement Service Integration Plan	From Apr 06	Community bookings implemented. Pest Control and Car Parking delayed to 2007/08
CED 413	Implement Partnership Working Action Plan	From Aug 06	Implementation of the plan delayed during 2006/07 until software upgrade and new accommodation arrangements implemented. Work will continue during 2007/08.
CED 431	Undertake Employee Survey	Mar 07	Delayed due to pay and grading work
CED 404	Implement Customer Services Action Plan	Apr 06 and ongoing	NVQ Customer Service training programme commenced with identified frontline staff that will continue during 2007. Staff handbook being prepared.

Ref	Action	Milestone	Comment
CED 442	Complete Personal Development Plans for each Elected Member including new members	Jun 06	External funding has been secured to undertake this action in 2007/08. This has been agreed by the Elected Member Development Group
CED 446	Devise an action plan to work towards obtaining accreditation for ILP status	Nov 06 and ongoing	The Member Development Group have agreed to put this activity on hold until the Charter for Member Development is achieved.
CED 450	Agree revised apprenticeship scheme	Dec 06	To avoid duplication it has been agreed to await conclusion of pay and grading exercise before progressing
CED 452	Develop guidance on developing departmental workforce plans	Dec 06	Guidance being developed as a subgroup of new WFD strategy. Expected to achieve by Sept 2007.
CED 482	Implement Equal Pay Strategy	Oct 06	Discussions regarding the strategy to be included as part of the Bridging the Gap discussions
CED 486	Develop and gain an initial agreement on the preferred Pay and Grading Option with Trade Unions	Oct 06	Pay modelling preparatory work not progressing as quickly as anticipated. Pay Modelling discussions now on-going with a preferred model expected to be agreed in early summer.
CED 487	Undertake Equality Impact Assessment on preferred Pay and Grading option	Oct 06	Delayed as Pay and Grading modelling not yet agreed
CED 488	Obtain Member approval to the preferred pay and grading structure	Nov 06	Delayed as Pay and Grading modelling not yet agreed
CED 489	Employees informed of allocation to new grades	Feb 07	Dependent on both the pay model and the revised pay and grading structure being agreed
CED 490	Agreement reached with Trade Unions on harmonised terms and conditions	Oct 06	Detailed discussions on-going with the Trade Unions via the Bridging the Gap meetings
CED 403	Implement Monthly Pay for all employees	Mar 07	Pilot in place wef March 2007. However due to impending implementation of Job Evaluation placed on hold and a scoping exercise has been completed in respect of harmonisation of payroll methods across whole of HBC. Revised implementation date March 2008.
CED 433	Improve Productive Time	Mar 07	There is considerable awareness of the increasing sickness absence rate across the Council and there is some evidence to suggest these rates will start to stabilise. Many strategies implemented will impact on rates in the longer term
CED 422	Implement LLPG	From Apr 06	LLPG not available as council-wide address dataset. Software problem

Ref	Action	Milestone	Comment
			resolved Mar 07 and SOAP toolkit scheduled for installation during April 07. Work will continue during 2007/08.
CED 465	Develop and implement Corporate Access Strategy	From May 06	Priority has been set for pay and grading. There is a slight delay in implementing the strategy.
CED 466	Develop and Implement Corporate Access to buildings policy/statement	From Sept 06	Priority has been set for pay and grading. There is a slight delay in implementing the strategy.
CED 467	Develop and implement Corporate Access to services policy/statement	From Sept 06	Priority has been set for pay and grading. There is a slight delay in implementing the strategy.
CED 468	Develop and implement Corporate Access to information policy/statement	From Sept 06	Priority has been set for pay and grading. There is a slight delay in implementing the strategy.

18. The Plan also contained 9 Performance Indicators that were the responsibility of the Human Resources Division. All of these indicators are collected on an annual basis and are currently being collected in line with the Corporate Plan 2007/08 process. Therefore no updates are available for those indicators at present.

19. Within 2006/07 the Human Resources Division completed a number of actions, including: -

- Members' email accounts promoted across the Council and included on individual webpage
- ICT event was held demonstrating pcs laptops and tablets/palmtops, providing further information for Members on IT equipment and training.
- Annual Race and Diversity Report has been published, and is available in hard copy and electronic formats, as well as being available on the Internet and Intranet.
- Over 95% of the total number of jobs identified for evaluation had been evaluated by the end of March.
- Hartlepool Connect branding and logo has been launched, and the Contact Centre opened.

Procurement and Property Services

20. The Plan contained 14 actions that were the responsibility of the Procurement and Property Services section within the Neighbourhood Services Department. As at 31 March a total of 11 had been completed (79%). However, 3 actions (21%) had not been completed by the due date. Table 5 below details these actions, together with a comment explaining why the deadline will not be met and any appropriate remedial action.

Table 5: Procurement & Property Services Actions not completed on target/not on target

Ref	Action	Milestone	Comment
CED 252	Examine relevant areas in CED within departments (Spend Analysis)	May 06	Base information has been assembled but this still needs to be analysed in detail across all departments of the council. Procurement team working on high spending areas.
CED 256	Review “contracts”, aggregate expenditure, introduce control measures, commence procurement exercises	Jun 06	Base information has been assembled but this still needs to be analysed in detail across all departments of the council. Contract requirements put together and shared with Tees Valley Authorities and centre of excellence to promote opportunities for collaboration. Contract reference number control agreed by CMT and Portfolio Holder.
CED 261	E procurement implementation via FMS	Oct 06	E-series of FMS (phase 2) re programmed. Scoping exercise has commenced with Northgate and iB solutions. FMS phase 3 (job costing) implemented.

21. Within 2006/07, the Procurement and Property Service section completed a number of actions, including: -

- Completing a 5 year procurement plan which was reported to Portfolio Holder in November 2006.
- Contract procedure rules have been reviewed.
- Integrated Asset Management Plan/Capital Strategy was approved by Cabinet in July
- Established collaborative contracts to achieve significant savings particularly in stationery and office furniture

Recommendations

22. It is recommended that achievement of key actions and third quarter outturns of performance indicators are noted.

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

21st May, 2007



Report of: Assistant Chief Executive and Chief Personnel Officer

Subject: COMMUNICATING WITH YOUR COUNCIL –
MONITORING REPORT 2006/07

SUMMARY

1.0 PURPOSE OF REPORT

To report on the progress of the Communicating with your Council suite of strategies during 2006/07.

2.0 SUMMARY OF CONTENTS

The report details progress made against actions contained in the suite of strategies.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Corporate issue.

4.0 TYPE OF DECISION

Non-key.

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

To note the report.

Report of: Assistant Chief Executive and Chief Personnel Officer

Subject: COMMUNICATING WITH YOUR COUNCIL –
MONITORING REPORT 2006/07

1.0 PURPOSE OF REPORT

- 1.1 To report on the progress of the Communicating with your Council suite of strategies during 2006/07.

2.0 BACKGROUND

- 2.1 To ensure that the people of Hartlepool get the best in terms of services and support, Hartlepool Council has developed a framework to ensure that communication is open and effective. There are three key themes that the framework addresses:-
- How the Council communicates internally with councillors and employees;
 - How the Council communicates locally, regionally and nationally;
 - How the Council communicates with partner organisations.
- 2.2 To help achieve this, the Council has a suite of strategies known as Communicating with your Council. The four strategies are Corporate Communications, Consultation, Customer Services and Complaints and Comments.
- 2.3 For information, the next agenda item on the Portfolio Holder's report contains details of the proposed plans in 2007/08 for the Communicating with your Council suite of strategies.

3.0 PROGRESS DURING 2006/07

- 3.1 Attached at Appendix "A" are the four action plans – one for each strategy. There are a total of 69 actions as well as a number of performance measures. Below is a summary of some of the achievements and progress made during 2006/07 against the planned actions.

3.2 Corporate Communications

- The size of Hartbeat, the town's quarterly community magazine, was increased from 48 pages to 64 pages to incorporate supplements for the first time.
- Improvements were made in the way employee contributions are recognised. The first 'Celebration of Success' event takes place at the Borough Hall on 6th July, 2007.
- Nineteen Council officers and 11 councillors received in-house media training.
- The Council issued a total of 697 press releases.
- The announcement that Hartlepool is to host the Tall Ships in 2010 received substantial positive publicity for the town.

3.3 Customer Services

- Customer service training commenced for all front-line staff.
- The creation of Hartlepool Connect at the Civic Centre was completed, resulting in a single point of contact for customers with multiple enquiries.

3.4 Consultation

- The drawing up of a Council-wide Consultation Plan to ensure co-ordination of all consultation activities.
- The launch of an on-line consultation system.
- The introduction of new ways for consulting with people with disabilities.

3.5 Complaints and Comments

- Produce a new Complaints and Comments leaflet, ensuring availability in different languages.
- Undertaken a review of the way complaints and comments are handled by Departments.

4.0 RECOMMENDATION

- 4.1 It is recommended that the Portfolio Holder notes the report.

Corporate Communications Strategy Action Plan 2006/7

Ref	Key Issue	Tasks	Responsibility	By when?/ milestones	Report to Portfolio Holder?	Progress
Communications with Employees						
	Employee engagement	<ul style="list-style-type: none"> Develop and Implement Employee Reward and Recognition scheme. 	W Stagg	Jun 06	No	Council wide Celebrating Success Event planned for July 2007
	Improve employee engagement	<ul style="list-style-type: none"> Identify and train employee focus groups facilitator(s) Implement employee focus groups as appropriate Produce special edition of Newsl ine to raise awareness of the role of CMT and DMT s Produce poster to improve awareness of Council's overall aim and priorities 	W Stagg W Stagg A Rae A Rae	Jun 06 Ongoing August 06 October 06	No No No No	Complete Complete Complete Complete
	Measuring communications effectiveness and performance	<ul style="list-style-type: none"> Formalise Newsl ine feedback arrangements. Develop and use communication effectiveness and performance measures. 	W Stagg/ D Owens W Stagg	Dec 06 Dec 06	No No	Included in 2007/8 action plan Included in 2007/8 action plan

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Measure effectiveness of employee and manager communication arrangements	<ul style="list-style-type: none"> Respond to employee communications issues arising from Employee Survey. Include communications into Appraisal Scheme for managers. 	W Stagg	In accordance with Employee survey Action Plan	No	Complete
			W Stagg	Mar 07	No	Included in 2007/8 action plan
	Improving corporate communications with Employees	<ul style="list-style-type: none"> Develop and implement communication channels guidance. 	W Stagg	May 06	No	Included in 2007/8 action plan
	Improve communications with employees (including managers)	<ul style="list-style-type: none"> Develop capability of Intranet to include Employee Discussion Board and mini votes on specific subjects. (To be included in development of new intranet once Jadu software is established for website) 	J Chapman	Feb 07	No	In progress – new intranet out for consultation during Mar 07. Data transfer occurring. Old intranet to be switched off end March 07. Include mini votes. Discussions still ongoing re: value and problems of discussion board.
		<ul style="list-style-type: none"> Develop use of Induction and Leaver questionnaires and use of e-consultation system (as appropriate) 	W Stagg	Ongoing	No	Included in 2007/8 action plan

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Improve individual communications between managers and employees	<ul style="list-style-type: none"> Managers have their own communication plans. 	Individual Managers	Ongoing	No	No progress
	Departmental communications	<ul style="list-style-type: none"> Ensure that all directors have departmental communication plans 	A Atkin	Dec 05	No	Deferred
	Job Evaluation	<ul style="list-style-type: none"> Develop and implement a communications plan 	W Stagg/A Rae	March 07	No	Complete
Communications with Councillors						
	Review communications with Councillors	Ensure that relevant information is passed by officers to ward councillors	A Rae	June 06	No	Complete
Communications with the Media						
	The media can help the Council communicate its messages	<ul style="list-style-type: none"> Undertake survey among media contacts to determine satisfaction levels with Council 'Press Office' 	A Rae	Oct 06	Yes	Limited response but very positive. Suggested improvements actioned
		<ul style="list-style-type: none"> Review press protocol. 	A Rae	Mar 07	No	Complete
		<ul style="list-style-type: none"> Develop and deliver in-house media training courses for officers/councillors 	A Rae	Ongoing	No	19 Officers and 11 Councillors undertook media training during the year.

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
		<ul style="list-style-type: none"> Review the major incident communications plan. 	A Rae	March 07	No	Complete
Other External Communications						
	Improve Recruitment Literature including adverts	<ul style="list-style-type: none"> Review recruitment literature as part of Recruitment and Retention Review. 	G Taylor	Mar 07	No	Complete
	Council Correspondence	<ul style="list-style-type: none"> Review all Council standard letters to ensure that they are easy to understand. 	A Rae	Dec 06	No	Carry over into 07/08 due to volume of letters
	Hartbeat	<p>Investigate increasing the size of Hartbeat to accommodate supplements/special features</p> <p>Review Hartbeat to ensure it meets diversity standards</p> <p>Incorporate more stories highlighting the achievements of local children and young people</p>	<p>A Rae</p> <p>A Rae V Kotur</p> <p>A Rae</p>	<p>June 06</p> <p>Sept 06</p> <p>March 07</p>	<p>No</p> <p>No</p> <p>No</p>	<p>Complete</p> <p>Incorporated details re braille and other language requests</p> <p>Featured a number of local children in stories and highlighted in supplements.</p>

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>		
Common Communication Issues								
	Ensure managers have appropriate communication skills	<ul style="list-style-type: none"> • Include Communications within leadership development programme. LMDP Project being considered • Include communications into Appraisal Scheme. 	R Wood	In accordance with leadership development programme arrangements	No	Included in 2007/8 action plan		
			W Stagg	Mar 07	No	Included in 2007/8 action plan		
	Council advertising	Review the Council's current advertising procedures to ensure value for money	A Rae	March 07	No	Currently exploring including recruitment ads in Hartbeat from June 07		
	Monitoring and reporting	<ul style="list-style-type: none"> • Determine and implement appropriate monitoring and reporting arrangements Needs to be rescheduled and reconsidered for 06/07 plan	A Atkin/ J Machers	Sep 05	Yes	Complete		
	Ensure that the Council has a clear and consistent identity	<ul style="list-style-type: none"> • Review the Council's corporate identity (including its use in contracts) to ensure it is being used to the maximum effect. 	A Rae/ G Frankland	March 07	No	Will need to carry over to 07/08		
	Raise the profile of Hartlepool regionally, nationally and internationally	<ul style="list-style-type: none"> • Target certain sectors of the media to ensure that Hartlepool stories get maximum coverage. 	A Rae	March 07	No	Good progress. An example includes the Lord Nelson voyage recruitment launch that was targeted towards		

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
		<ul style="list-style-type: none"> Target specialist publications to raise awareness of Hartlepool Council and the town as a whole. 	A Rae	March 07	No	Tyne Tees. Good progress with much positive publicity surrounding Tall Ships successful bid
	Contact Centre	<ul style="list-style-type: none"> Develop and implement communications strategy 	C Armstrong/ A Rae	Feb 07	No	Complete

Corporate Communications Strategy Performance Measures

Ref	Indicator	Frequency and source	Current Performance
	Percentage of residents feeling they are fairly well or very well informed	3 yearly – BVPI Every 18 months – Viewpoint	54% (Oct 03) 40% (Nov 06) (Summer 08)
	Percentage of residents who read some or most of Hartbeat	Every 2 years - Viewpoint	97% (June 05) (July 07)
	Percentage of residents who are fairly satisfied or very satisfied with Hartbeat	Every 2 years - Viewpoint	75% (June 05) (July 07)
	Percentage of employees feeling they are fairly well or very well informed	Every 18 months – Employee Survey	70% (Nov 2005)
	Percentage of employees who read some or most of Newsline	Every 18 months – Employee Survey	94% (Nov 05)
	Percentage of employees who find Newsline useful or very useful	Every 18 months – Employee Survey	78% (Nov 05)
	Percentage of employees who find Hartbeat useful or very useful	Every 18 months – Employee Survey	72% (Nov 2005)
	Percentage of managers/supervisors who attend the Chief Executive's briefings	Every 18 months – Managers/Supervisors Survey	66% (Nov 06) 51% (March 07)
	Percentage of managers/supervisors find the CMT briefings useful or very useful	Every 18 months – Managers/Supervisors Survey	N/A
	Percentage of Managers/Supervisors feeling they are fairly well or very well informed	Every 18 months – Managers/Supervisors Survey	N/A
	Percentage of Managers/Supervisors who read some or most of Management Matters	Every 18 months – Managers/Supervisors Survey	N/A
	Percentage of Managers/Supervisors who are fairly satisfied or very satisfied with Management Matters	Every 18 months – Managers/Supervisors Survey	N/A

	Percentage of regular regional and local media contacts satisfied or very satisfied with how the Council deals with their enquiries	Annually – Media Contacts Survey	100% - Oct 06
	Number of press releases	Annually – Service Plan	05/06 – 703 06/07 – 697.

Corporate Consultation Strategy Action Plan 2006/7

Ref	Key Issue/Objective	Tasks	Responsibility	By when?/ <u>milestones</u>	Report to <u>Portfolio Holder?</u>	Progress
	Implementing Consultation Strategy	<ul style="list-style-type: none"> Put completed strategy on web site. 	Corporate Strategy	May 2006	No	Completed
	Ensure co-ordination of consultation activities	<ul style="list-style-type: none"> Draw up 2006/07 Consultation Plan for authority. 	Corp Strat & Corporate Consultation Group	May/June 2006	Yes	Completed
	Ensuring high standards of consultation	<ul style="list-style-type: none"> Develop Consultation Guidelines – detailed. Promote use of Employee Panel/Focus Groups system. Develop e-enabled Consultation Best Practice Site. 	Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group	On-going On-going On-going	No No No	Ongoing Used for 1 st groups in July 06. Recruitment planned for 2007 Delayed due to other priorities & maternity leave.

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Promote the use of e-consultation	<ul style="list-style-type: none"> • Full launch of public use of on-line consultation • Continue developing consultation database. • Regular use of e-consultation system for public consultation 	Corp Strat & Corp Cons Group & Northgate Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group	April 2006 On-going On-going	No No No	Completed Database being added to slowly System in use – staff and public

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Promote consultation with "hard to reach" groups	<ul style="list-style-type: none"> Continue meetings of BME community panel. Ensure feedback to BME panel on action taken/answers to queries Explore with service providers methods for consulting with children and young people. 	Corp Strat & Diversity Officer	On-going	No	Continuing
			Corp Strat & Diversity Officer	On-going	No	Continuing
			Corp Strat & Children's Services	April 2006	No	Discussions with Chn's Fund Manager. Presentation by young people planned for CConsG
		<ul style="list-style-type: none"> Explore with service providers and voluntary groups methods for consulting with people with disabilities. 	Corp Strat & Diversity Officer	May 2006	No	Meetings with All Abilities Forum
	Promote feedback of consultation outcomes	<ul style="list-style-type: none"> Report to Portfolio holder on Viewpoint outcomes. Include "Consultation News" item in Heartbeat magazine. 	Corp Strat	3 times a year	Yes	Reports made in Oct & Nov 06
			Corp Strat	Quarterly	No	Ongoing as appropriate
	Develop monitoring and evaluation of consultation work	<ul style="list-style-type: none"> Develop evaluation methodology 	Corp Strat & Corp Cons Group	September 2006	No	Being planned by CConsG.

Corporate Consultation Strategy Performance Measures

Ref	Indicator	Frequency and source	Out turn
	Residents' satisfaction with HBC consultation methods/approach	Every 18 to 24 months through Viewpoint citizens panel.	Results due June 2007
	Proportion of consultation where feedback was given to respondents	Annually – from consultation database	Not currently available
	Numbers of residents registered to take part in on-line consultation	Annually from e-consultation system	314

Corporate Customer Service Strategy Action Plan 2006/7

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Service Standards	<ul style="list-style-type: none"> • Develop a customer service guide/handbook to distribute to all employees • Refresh the corporate image and promote across all locations. • In conjunction with service providers, assess suitable locations to provide additional services with extended opening hours. • Encourage departments to provide a wide range of citizen self-service availability on web. • Develop a customer service partnership with other organisations. 	<p>C Armstrong</p> <p>C Armstrong/ A Rae</p> <p>C Armstrong/ D Owens</p> <p>C Armstrong/ D Owens</p> <p>C Armstrong</p>	<p>Sep 06</p> <p>Sep 06</p> <p>Aug 06</p> <p>Ongoing</p> <p>Mar 07</p>	<p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>No</p>	<p>In progress</p> <p>Delayed</p> <p>Delayed – further consultation needed</p> <p>On going</p> <p>Postponed until new premises available and council services embedded</p>
	Staff Training	<ul style="list-style-type: none"> • Agree customer service training and development programme for all employees 	C Armstrong/ Workforce Development	Aug 06	No	In progress – programme agreed for all front-line staff

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
		<ul style="list-style-type: none"> • Provide customer care training for all staff • Incorporate customer service standards into induction and development programmes, the core competency framework and the workforce development plan. 	<p>Workforce Development</p> <p>Workforce Development/Depts</p>	<p>From Sep 06</p> <p>From Sep 06</p>	<p>No</p> <p>No</p>	<p>In progress – training commenced for frontline staff</p> <p>Ongoing – included in induction programme.</p>
	Customer Feedback (with reference to the Complaints and Comments Strategy)	<ul style="list-style-type: none"> • Ensure regular consultation takes place across all departments to monitor customer satisfaction. • Co-ordinate and report on customer feedback for internal and external use. 	<p>C Armstrong</p> <p>C Armstrong</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>No</p> <p>Yes</p>	<p>Ongoing</p> <p>Ongoing</p>
	Contact Centre (in conjunction with the Contact Centre Project Plan)	<ul style="list-style-type: none"> • Progress roll out programme. • Review opening hours and standardise where possible. • Review Performance measures 	<p>C Armstrong/ D Owens</p> <p>C Armstrong</p> <p>C Armstrong</p>	<p>Dec 08</p> <p>Aug 06</p> <p>Aug 06</p>	<p>No</p> <p>No</p> <p>No</p>	<p>Ongoing</p> <p>Complete</p> <p>Complete</p>

Corporate Customer Service Strategy Performance Measures

Ref	Indicator	Frequency and source	2005/06 Actuals	2006/07 Targets	2006/07 Actuals
	Number of telephone calls received at central switchboard	Quarterly – Telephony System	164018	-12%	152967
	Percentage of 'lost' telephone calls	Quarterly – Telephony System	8%	6%	8%
	Number of personal callers	Quarterly – CRM	NA	Gathering data	29021
	Percentage of requests resolved at first point of contact*	Quarterly – CRM & Telephony System	75%	80%	78%
	Percentage of fairly or very satisfied customers	Annually – User Survey	NA	Gathering data	Delayed
	Number of visits/hits to the website	Quarterly – Paul Diaz	NA	113500	137699
	Number of users registered on the website	Quarterly – Paul Diaz	NA	100	252
	Number of electronic requests received	Quarterly – CRM	921	+30%	3757
	Number of queries/letters responded to in 10 working days	Quarterly – CE Service Plan	2677	92%	91%

* Requests via Contact Centre only

Appendix A

Corporate Complaints and Comments Strategy Action Plan 2006/07

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Review departmental complaints and comments procedures	<ul style="list-style-type: none"> Review departmental procedures following re-structure. 	All departments	April 2006	No	Completed Oct 06
	Ensure the accessibility of the complaints and comments procedure for all groups	<ul style="list-style-type: none"> Re-draft leaflet, ensure availability of translation etc. Ensure complaints procedure etc is enabled through Community Portal as far as possible. Monitor satisfaction with complaints procedure. 	Corp Strat & Corp Comps Officer Group Corp Strat & Northgate Corp Strat	April 2006 April 2006 Mar 2006 & Oct 2006	No No Yes	Leaflet redrafted Procedure on website. E-form being considered Deferred due to other priorities. Monitored in BVPI Survey – Oct 06

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Publicise the complaints procedure	<ul style="list-style-type: none"> Publicise re-drafted strategy and procedure through Hartbeat and local press. 	Corp Strat	April 2006	No	In progress
	Equip officers to deal appropriately with complaints	<ul style="list-style-type: none"> Assess needs for training and plan appropriate delivery. 	Corp Comps Group	July 2006	No	Planning for 2007
	Maximise use of complaints and comments information.	<ul style="list-style-type: none"> Ensure regular reporting of complaints and comments information to DMTs & elected member. Introduction of corporate e-enabled complaints recording system through development of EDRMS. 	<p>All departments & Corp Strat</p> <p>Northgate & Corp Comps Group</p>	<p>On-going – quarterly reports to PffH</p> <p>June 2006</p>	<p>Yes</p> <p>No</p>	<p>Quarterly reports made</p> <p>Implementation delayed.</p>

Appendix A

Corporate Complaints and Comments Strategy Performance Measures

Ref	Indicator	Frequency and source	Out turn 2006/07
	Number of formal complaints received	Quarterly - departmental returns	108*
	Number of formal complaints dealt with within deadlines	Quarterly - departmental returns	96*
	Number of Ombudsman complaints received	Annual – Local Government Ombudsman	24
	Satisfaction with complaints handling – general – BVPI survey	Every 3 years	35%
	Satisfaction with complaints handling – complainants – annual survey of complainants	Annual	Survey deferred due to other priorities

* Figures are for first 3 quarters of 2006/07. Figures for quarter 4 are currently being collected.

PERFORMANCE PORTFOLIO

21st May 2007



Report of: Assistant Chief Executive and Chief Personnel Officer

Subject: Communicating with your Council – Action Plans for 2007/08

SUMMARY

1. PURPOSE OF REPORT

To report on the Action Plans of the Communication with your Council suite of strategies which have been developed for 2007/08.

2. SUMMARY OF CONTENTS

This report details the Action Plans for 2007/08 in respect of the Communication with your Council suite of strategies.

3. RELEVANCE TO PORTFOLIO MEMBER

Corporate issue

4. TYPE OF DECISION

Non-key decision

5. DECISION MAKING ROUTE

Portfolio holder only

6. DECISION(S) REQUIRED

To note the report

Report of: ASSISTANT CHIEF EXECUTIVE AND CHIEF PERSONNEL OFFICER

Subject: COMMUNICATING WITH YOUR COUNCIL – ACTION PLANS FOR 2007/08

1. Purpose of Report

- 1.1** To report on the Action Plans of the Communication with your Council suite of strategies which have been developed for 2007/08

2. Background

- 2.1** On 31st October 2005, the Performance Management Portfolio Holder agreed a suite of strategies with the overall aim of presenting a coherent and complementary approach to the Council's dealings with the public and its partners. *"To ensure that the people of Hartlepool get the best in terms of services and support, Hartlepool Council has developed a framework to ensure that communication is open and effective."* The four strategies of Corporate Communications; Customer Services; Consultation; and Complaints & Comments have similarities and overlapping content and therefore were presented as one suite.

- 2.2** The strategies each had an Action Plan for 2006-07 and progress on these plans has been reported separately to the Performance Management Portfolio Holder.

3. Action Plans for 2007-08

- 3.1** It is anticipated that, whilst the 4 basic strategies remain basically unaltered in terms of their principles and overall objectives, the Action Plans will develop over time as to reflect progress on objectives and developments in needs and priorities. Each of the Action Plans continues the work begun in 2006/07 and develops and extends that work. This report highlights new developments in each of the Action Plans and **Appendix A** sets out the 4 Action Plans in detail

Corporate Communications

- 3.2** Work will continue on the major methods of communication with the public through Hartbeat and with staff through Newline. The new Council website will continue to be developed and updated.
- 3.3** New developments in communications include the evaluation and development of an A to Z of Council Services to help the public and partners find out about and get access to Council Services.. Another

new initiative is the development and delivery of media training courses for young people who have been co-opted onto Scrutiny Forums. Whilst the Council has, for a number of years, provided media training for councillors and officers this is the first time that it will be available for young people.

Customer Services

- 3.4 Work will continue on the customer care standards to ensure that they become part of basic training for all relevant staff. The range of services available through the website will continue to be developed and expanded further.
- 3.5 A new venture will be the development of a customer service guide/handbook for distribution to all staff to ensure a wide awareness of customer standards and a consistency of approach. The extension of opening hours for Council offices will also be considered in consultation with our customers.

Consultation

- 3.6 The Council will continue to use the valuable View point citizen's panel and in 2007 will refresh the panel to ensure its membership is fresh and not over used. Five meetings a year of the Talking with Communities groups and quarterly meetings with Lesbian Gay, Bi-sexual and Transgender community have been planned
- 3.7 A major drive to recruit people to the Your Town Your Say eon line consultation system is planned for 2007 to build on the work done so far. Through the new Improving Life Chances for People with Disabilities partnership work it is anticipated that consultation with people with disabilities will be improved with the assistance and expertise of the All Abilities Forum and the Hartlepool Access Group.

Complaints and Comments

- 3.8 The newly developed leaflet and poster will be circulated to all departments and will be publicly launched to raise awareness of the complaints procedure.
- 3.9 Other developments will include the introduction of an on-line form for complainants to register complaints as well as an internal system for the recording and monitoring of complaints to ensure that they are handled quickly and efficiently.

4. Recommendations

That the Portfolio Holder approves the Action Plans for 2006/07.

Appendix B – Action Plans

Corporate Communications Strategy Action Plan 2007/8

Corporate Objective: Implement the Communicating with Your Council plans

Departmental Objective (CEX): Implement the Corporate Communications Strategy Action Plan

Lead Officer: Alastair Rae, Corporate Strategy

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
Communications with Employees						
	Employee	<ul style="list-style-type: none"> Produce 10 editions of Newsline Develop and Implement Employee Reward and Recognition scheme. Prepare for, undertake Celebrating Success Event Undertake Employee Survey Produce special edition of Newsline to raise awareness of the role of CMT and DMTs 	A Rae W Stagg L Armstrong W Stagg A Rae	Mar 08 Mar 08 Jun 07 Feb 08 Aug 07	No No No Yes No	
	Improve employee engagement					
	Measuring communications effectiveness and performance	<ul style="list-style-type: none"> Formalise Newsline feedback arrangements. Develop and use communication 	A Rae/ D Owens W Stagg	Mar 08 Mar 08	No No	

Ref	Key Issue	Tasks	Responsibility	By when?/ milestones	Report to Portfolio Holder?	Progress
	Measure effectiveness of employee and manager communication arrangements	<p>effectiveness and performance measures.</p> <ul style="list-style-type: none"> Incorporate communications into Appraisal Scheme for managers. 	S Culshaw	Sep 07	No	
	Improving corporate communications with Employees	<ul style="list-style-type: none"> Develop and implement communication channels guidance. Increase usage of Intranet for internal communications. This will include consideration of, and implementation if appropriate: <ul style="list-style-type: none"> Employee discussion boards <ul style="list-style-type: none"> Consideration of Implementation if appropriate Document sharing repository <ul style="list-style-type: none"> Consideration of Implementation if appropriate Secure areas <ul style="list-style-type: none"> Consideration of Implementation if appropriate 	<p>W Stagg</p> <p>J Chapman</p>	<p>Mar 08</p> <p>Mar 08</p> <p>July 07 Aug 97</p> <p>May 07 June 07</p> <p>May 07 June 07</p>	<p>No</p> <p>No</p> <p>No</p>	
	Improve communications with employees (including managers)	<ul style="list-style-type: none"> Develop use of Induction questionnaires Implement Leavers 'Exit Monitoring' arrangements and monitor Turnover 	<p>J Wilson</p> <p>A Swann</p>	<p>Mar 08</p> <p>Sep 07</p>	<p>No</p> <p>No</p>	

Ref	Key Issue	Tasks	Responsibility	By when?/ milestones	Report to Portfolio Holder?	Progress
	Improve individual communications between managers and employees	<ul style="list-style-type: none"> Managers have their own communication plans. 	Individual Managers	Ongoing	No	
	Departmental communications	<ul style="list-style-type: none"> Ensure that all directors have departmental communication plans 	A Atkin	Sept 07	No	
	Pay and Grading Structure	<ul style="list-style-type: none"> Undertake Roadshows, briefings etc Prepare presentational DVD Provide Newsletters 	M Ingram M Ingram M Ingram	Sept 07 Jul 07 Apr 07	No No No	
Communications with the Media						
	The media can help the Council communicate its messages	<ul style="list-style-type: none"> Undertake survey among media contacts to determine satisfaction levels with Council 'Press Office' Review press protocol. Develop and deliver in-house media training courses for officers/councillors and Scrutiny co-opted young people. Review the major incident communications plan. 	A Rae A Rae A Rae A Rae	Oct 07 Feb 08 Ongoing March 08	No Yes – only if there are changes No No	

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
Other External Communications						
	Implement Access Strategy Framework	<ul style="list-style-type: none"> Provide Training in using plain English/Easy to Read formats in correspondence and leaflets etc Set Standards for translation services Promote and Publicise translation, advocacy and communication services to users and employees 	<p><i>L Armstrong</i></p> <p><i>V Kotur</i></p> <p>V Kotur</p>	<p>Mar 08</p> <p>Nov 07</p> <p>Nov 07</p>	<p>No</p> <p>No</p> <p>No</p>	
	Explore producing an A-Z of Council Services	<ul style="list-style-type: none"> Assess need, evaluate cost and determine timing/format of A-Z. Liaise with departments to determine content. Produce final draft for approval. Arrange distribution/circulation. 	<p>A Rae</p> <p>A Rae</p> <p>A Rae</p> <p>A Rae</p>	<p>June 07</p> <p>Oct 07</p> <p>Dec 07</p> <p>Mar 08</p>	<p>No</p> <p>No</p> <p>No</p> <p>No</p>	
	Council Correspondence	<ul style="list-style-type: none"> Review all Council standard letters to ensure that they are easy to understand. 	A Rae	August 07	No	

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Hartbeat	<ul style="list-style-type: none"> Review Hartbeat to ensure it meets diversity standards Explore new editorial partner to ensure budget targets are met Explore incorporating a Council jobs page in Hartbeat Undertake Viewpoint survey to determine reader satisfaction 	A Rae V Kotur A Rae A Rae A Rae	June 07 April 07 April 07 July 07	No No No Yes	
	Website	<p>Continue to develop website as key external communication tool through:</p> <ul style="list-style-type: none"> Introducing the ability to change text and background colour to make it easier to use for people with sight problems. Improving the quality and range of eforms available – possibly through a workflow tool Consider increasing the number of languages available to 24 – with HR Consider adding photographs showing where problems reported have been resolved. “You said, We did !” – with HR <p>Standardising information pages on website</p>	J Chapman	Sept 07 Mar 08 Mar 08 Sept 07 Aug 07	No	

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
Common Communication Issues						
	Ensure managers have appropriate communication skills	<ul style="list-style-type: none"> • Include Communications within Phase 3 of the Leadership and Management Development programme. • Incorporate communication as a competency for managers 	L Armstrong L Armstrong	Sept 07 Mar 08	No No	
	Ensure that the Council has a clear and consistent identity	<ul style="list-style-type: none"> • Review the Council's corporate identity (including its use in contracts) to ensure it is being used to the maximum effect. 	A Rae/	Sept 07	No	
	Raise the profile of Hartlepool regionally, nationally and internationally	<ul style="list-style-type: none"> • Target certain sectors of the media to ensure that Hartlepool stories get maximum coverage. • Target specialist publications to raise awareness of Hartlepool Council and the town as a whole. 	A Rae A Rae	March 08 March 08	No No	

Corporate Customer Service Strategy Action Plan 2007/8

Corporate Objective: Implement the Communicating with Your Council plans

Departmental Objective (CEX): Implement the Corporate Customer Service Strategy Action Plan

Lead Officer: Christine Armstrong, Human Resources

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Service Standards	<ul style="list-style-type: none"> Develop a customer service guide/handbook to distribute to all employees. Consult customers on providing services with extended opening hours. Review and agree performance measures Encourage departments to provide a wide range of citizen self-service availability on web. Promote customer service partnerships with other organisations 	Customer Service Champions Group C Armstrong C Armstrong/M Ward Paul Diaz C Armstrong/All depts	Sep 07 Jun 07 Sep 07 Ongoing Jun 07		
	Staff Training	<ul style="list-style-type: none"> Agree customer service training and development programme for all employees. Provide customer care training for all staff Incorporate customer service standards into the core competency framework 	Workforce Development Workforce Development/Dep ts Workforce	Aug 07 Mar 08 Ongoing		

<u>Ref</u>	<u>Key Issue</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
		and the workforce development plan.	Development/Human Resources			
	Customer Feedback (with reference to the Complaints and Comments Strategy)	<ul style="list-style-type: none"> • Ensure regular consultation takes place across all departments to monitor customer satisfaction. • Co-ordinate and report on customer feedback for internal and external use. • Develop mechanism for advising service providers and customers of 'lessons learned' 	Customer Service Champions Group	Sep 07		
	Contact Centre Development (in conjunction with the Contact Centre Project Plan)	<ul style="list-style-type: none"> • Standardise opening hours • Further develop single point of contact • Consult VCS on contact centre service provision • Encourage customers to self-serve 	C Armstrong	Ongoing		
			Customer Service Champions Group	Dec 07		
			C Armstrong	Mar 08		
			C Armstrong	Ongoing		
			C Armstrong	Jun 07		
			D Owens	Ongoing from Sep 07		

Corporate Consultation Strategy Action Plan 2007/8

Corporate Objective: Implement the Communicating with Your Council plans

Departmental Objective (CEX): Implement the Corporate Consultation Strategy Action Plan

Lead Officer: Liz Crookston, Corporate Strategy

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Implementing Consultation Strategy	<ul style="list-style-type: none"> • Ensure Consultation Strategy is fully circulated throughout the Council. 	Corporate Strategy & Corporate Consultation Group	June 2007	No	
	Ensure co-ordination of consultation activities	<ul style="list-style-type: none"> ○ Update Corporate Consultation Plan • Update Groups and Forums List 	Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group	March 2008 March 2008	Yes Yes	
	Ensuring high standards of consultation	<ul style="list-style-type: none"> • Publicise & circulate Consultation Toolkit • Investigate & develop additional consultation guidelines as appropriate • Review use of Employee Panel/Focus Groups system and plan developments 	Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group	July 2007 Ongoing Nov 2007	No No No	

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
		<ul style="list-style-type: none"> • Consultation training – investigate demand and resources available 	Corp Strat & Corp Cons Group	Dec 2007	No	
	Promote the use of e-consultation	<ul style="list-style-type: none"> • Develop e-enabled Consultation Best Practice Site. • Continue developing consultation database • Continue training of staff in use of e-consultation system • Publicise e-consultation system Hartlepool wide • Promote use of e-consultation system by departments 	Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group Corp Strat Corp Strat & Corp Cons Group Corp Strat & Corp Cons Group	March 2008 Ongoing Ongoing Dec 2007 On-going	No No No No No	
	Promote consultation with “hard to reach” groups	<ul style="list-style-type: none"> ○ Organise 5 meetings a year of Talking with Communities group. ○ Discuss with young people best ways of consulting with them 	Corp Strat & Diversity Officer Corp Strat, Corp Cons Group & Children's Services	March 2008 Dec 2007	No No	

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
		<ul style="list-style-type: none"> o Develop regular consultations with people with disabilities o Organise regular consultation meetings with LGBT community 	<p>Corp Strat, Diversity Officer & A&C Services</p> <p>Corp Strat & Diversity Officer</p>	<p>March 2008</p> <p>March 2008</p>	<p>No</p> <p>No</p>	
	<p>Promote feedback of consultation outcomes</p> <p>Develop monitoring and evaluation of consultation work</p>	<ul style="list-style-type: none"> o Report to Portfolio holder on Viewpoint outcomes o Ensure results are reported on e-consultation website • Develop evaluation methodology 	<p>Corp Strat</p> <p>Corp Strat & Corp Cons Group</p> <p>Corp Strat & Corp Cons Group</p>	<p>March 2008</p> <p>On-going</p> <p>September 2007</p>	<p>Yes</p> <p>No</p> <p>No</p>	

Corporate Complaints and Comments Strategy Action Plan 2007/08

Corporate Objective: Implement the Communicating with Your Council plans

Departmental Objective (CEX): Implement the Corporate Complaints Strategy Action Plan

Lead Officer: Liz Crookston, Corporate Strategy

<u>Ref</u>	<u>Key Issue/Objective</u>	<u>Tasks</u>	<u>Responsibility</u>	<u>By when?/ milestones</u>	<u>Report to Portfolio Holder?</u>	<u>Progress</u>
	Review departmental complaints and comments procedures	<ul style="list-style-type: none"> Monitor use of updated procedure and amend as necessary 	Corp Comps Officer Group	Ongoing	No	
	Review departmental procedures	<ul style="list-style-type: none"> Ensure that all updated procedures are in place within departments 	Corp Strat & Corp Comps Officer Group	May 2007	No	
	Ensure the accessibility of the complaints and comments procedure for all groups	<ul style="list-style-type: none"> Circulate new leaflet and form Explore development of on-line form for registering complaints Monitor satisfaction with complaints procedure. 	Corp Strat & Corp Comps Officer Group Corp Strat & Corp Comps Officer Group Corp Strat	June 2007 August 2007 On-going	No No No	

Ref	Key Issue/Objective	Tasks	Responsibility	By when?/ <u>milestones</u>	Report to <u>Portfolio Holder?</u>	Progress
	Publicise the complaints procedure	<ul style="list-style-type: none"> Publicise procedure and launch new leaflet. 	Corp Strat & Corp Comps Officer Group	July 2007	No	
	Equip officers to deal appropriately with complaints	Assess needs for training and plan appropriate delivery.	Corp Comps Group	On-going	No	
	Maximise use of complaints and comments information.	<ul style="list-style-type: none"> Ensure regular reporting of complaints and comments information to DMTs & elected member. Introduction of corporate e-enabled complaints recording system through development of EDRMS. 	All departments & Corp Strat Northgate & Corp Comps Group	On-going – quarterly reports to PfH December 2007	Yes No	

Appendix B – Performance Indicators

Corporate Communications Strategy Performance Measures

Ref	Indicator	Frequency and source	Current Performance
	Percentage of residents feeling they are fairly well or very well informed	3 yearly – BVPI Every 18 months – Viewpoint	54% (Oct 03) 40% (Nov 06) (Summer 08)
	Percentage of residents who read some or most of Hartbeat	Every 2 years - Viewpoint	97% (June 05) (July 07)
	Percentage of residents who are fairly satisfied or very satisfied with Hartbeat	Every 2 years - Viewpoint	75% (June 05) (July 07)
	Percentage of employees feeling they are fairly well or very well informed	Every 18 months – Employee Survey	70% (Nov 2005)
	Percentage of employees who read some or most of Newslite	Every 18 months – Employee Survey	94% (Nov 05)
	Percentage of employees who find Newslite useful or very useful	Every 18 months – Employee Survey	78% (Nov 05)
	Percentage of employees who find Hartbeat useful or very useful	Every 18 months – Employee Survey	72% (Nov 2005)
	Percentage of managers/supervisors who attend the CMT briefings	Every 18 months – Managers/Supervisors Survey	66% (Nov 06) 51% (March 07)
	Percentage of managers/supervisors find the CMT briefings useful or very useful	Every 18 months – Managers/Supervisors Survey	
	Percentage of Managers/Supervisors feeling they are fairly well or very well informed	Every 18 months – Managers/Supervisors Survey	
	Percentage of Managers/Supervisors who read some or most of Management Matters	Every 18 months – Managers/Supervisors Survey	
	Percentage of Managers/Supervisors who are fairly satisfied or very satisfied with Management Matters	Every 18 months – Managers/Supervisors Survey	

	Percentage of regular regional and local media contacts satisfied or very satisfied with how the Council deals with their enquiries	Annually – Media Contacts Survey	100% - Oct 06
	Number of press releases	Annually – Service Plan	05/06 – 703 06/07 – 697

Corporate Customer Service Strategy Performance Measures 2007/08

Ref	Indicator	Frequency and source
	Number of telephone calls received at central switchboard	Quarterly – Telephony System
	Percentage of 'lost' telephone calls	Quarterly – Telephony System
	Number of personal callers	Quarterly – CRM
	Percentage of requests resolved at first point of contact *	Quarterly – CRM & Telephony System
	Percentage of fairly or very satisfied customers	Annually – User Survey
	Number of visits/hits to the website	Quarterly – Paul Diaz
	Number of users registered on the website	Quarterly – Paul Diaz
	Number of electronic requests received	Quarterly – CRM
	Number of queries/letters responded to in 10 working days	Quarterly – CE Service Plan

* Requests via Contact Centre only

Corporate Consultation Strategy Performance Measures

Ref	Indicator	Frequency and source
	Residents' satisfaction with HBC consultation methods/approach	Every 18 to 24 months through Viewpoint citizens panel.
	Proportion of consultation where feedback was given to respondents	Annually – from consultation database
	Numbers of residents registered to take part in on-line consultation	Annually from e-consultation system

Corporate Complaints and Comments Strategy Performance Measures

Ref	Indicator	Frequency and source
	Number of formal complaints received Number of formal complaints dealt with within deadlines	Quarterly - departmental returns Quarterly - departmental returns
	Number of Ombudsman complaints received	Annual – Local Government Ombudsman
	Satisfaction with complaints handling – general – BVPI survey	Every 3 years
	Satisfaction with complaints handling – complainants – annual survey of complainants	Annual

Corporate Complaints and Comments Strategy Performance Measures

Ref	Indicator	Frequency and source
	Number of formal complaints received	Quarterly - departmental returns
	Number of formal complaints dealt with within deadlines	Quarterly - departmental returns
	Number of Ombudsman complaints received	Annual – Local Government Ombudsman
	Satisfaction with complaints handling – general – BVPI survey	Every 3 years
	Satisfaction with complaints handling – complainants – annual survey of complainants	Annual

PERFORMANCE PORTFOLIO

Report to Portfolio Holder

21st May 2007



Report of: Assistant Chief Executive

Subject: REVIEW OF STRATEGIC RISK REGISTER

SUMMARY

1.0 PURPOSE OF REPORT

- 1.1. To inform the Portfolio Holder of the current position with regard to the Council's Strategic Risk Register.

2.0 SUMMARY OF CONTENTS

- 2.1 Describes amendments to existing strategic risks and any additional strategic risks following a review by Corporate Risk Management Group (CRMG) and Corporate Management Team (CMT). The review primarily involves examining risk ratings in terms of impact and likelihood and effectiveness of control measures in place to mitigate the risk.

3.0 RELEVANCE TO PORTFOLIO MEMBER

- 3.1 The Portfolio Member has responsibility for risk management issues.

4.0 TYPE OF DECISION

- 4.1 Non-key.

5.0 DECISION MAKING ROUTE

- 5.1 Portfolio Holder meeting 21st May 2007.

6.0 DECISION(S) REQUIRED

- 6.1 To note the review and amendments to the Council's strategic risk register and actions being taken.

Report of: Assistant Chief Executive

Subject: REVIEW OF STRATEGIC RISK REGISTER

1. PURPOSE OF REPORT

- 1.1 To review the Council's Strategic Risk Register.

2. BACKGROUND

- 2.1 The Risk Management strategy identifies specific accountabilities and responsibilities for the management of risk at Hartlepool Borough Council. In line with these, at its meeting on 23rd March 2006, the Council's Corporate Risk Management Group (CRMG) considered the Strategic Risk Register.
- 2.2 Once agreed by CMT on the 30th April 2007 the changes are now to be reported to the Performance Management Portfolio Holder as the cabinet member with the overall responsibility for the Risk Management Strategy Framework.

3. REVIEW OF STRATEGIC RISK REGISTER MARCH 2007

- 3.1 The Council undertook the annual review of its strategic risks with the assistance of its risk adviser Gallagher Bassett. The outcome of this was reported to Cabinet on June 19 2006. The process of regular reviews is now underway. Following the most recent of these, there are 36 strategic risks identified across the authority. The updated Strategic Risk Register is attached as Appendix 1.
- 3.2 The table below summarises the changes since the last review in October 2006.

Strategic Risk Ratings without control measure implementation / with control measures implemented	April 2006	Oct 2006	Mar 2007
Red / Red	6	6	7
Red / Amber	13	13	14
Amber / Amber	10	10	9
Red/Green	3	4	2
Amber/Green	4	3	3
Green/Green	0	0	1
Total	36	36	36

Red/Red risks

- 3.3 The following 7 risks continue to be identified as category red after control measures have been put in place. These are known as 'red/red' risks, and are of particular importance for the Council given that their impact/likelihood has not been sufficiently mitigated by the control measures in place to date. The Council is constantly striving to seek improvements in the control measures of these red/red risks with the control measures also being monitored and amended along with the risk ratings. The comments in the table above indicate progress.

Risk Ref/Resp. Officer	Risk Description	Comment
PER5-1.3 Denis Hampson	Flu Pandemic	Contingency plans in place and being continually revised/developed in to reflect new health guidance.
FIN5-1.8 Graham Frankland	Financial Viability and capacity of Building Consultancy Services	Staffing resources are being managed to match falling workloads, Framework Agreement being procured
ENV5-1.3 Alan Coulson	Failure to carry out testing and ongoing monitoring of the Anhydrite Mine	Contractor expected to start on site by end of April to undertake investigation works
FIN5-1.1 Joanne Machers	Future Equal Pay claims	Negotiating transfer of unskilled Red Book workers to Green Book terms and terminating bonus schemes.
FIN5-1.11 Joanne Machers	Current Equal Pay Claims inc settlement of or adverse finding in ET or existing equal pay claims	Preliminary legal points have been resolved. There are ongoing discussions with claimants solicitors regarding possible settlement terms
FIN5-1.2 Nicola Bailey	Failure to provide Council services during emergency conditions	Control measures used to address the requirements of the Civic Contingencies Bill.
REP5-1.1 Mike Ward	Discretionary services cut or reduced	Risk and consequences of proposed cuts are highlights at appropriate points. Budget Strategy now includes a consultation process.

New Risks

- 3.4 No new risks have been added to the Strategic Risk Register. However FIN5-1.7 Contradictory stance between NHS and HB responsibilities has been reworded to Potential for cost shunting between NHS and HBC re CHC. However all of the control measures and ratings for this risk remain the same.

Risks with amended risk ratings

- 3.5 Four of the risks within the Strategic Risk Register have been amended within this recent review.

Risk Ref/Resp. Officer	Risk	Previous Rating	New Rating	Explanation of change
PER5-1.1 Joanne Machers	Loss of key staff/insufficient numbers of staff to match service delivery demands	Red/Red	Red/ Amber	The rate of turnover in posts considered to have significant impact has slowed as a result of internal and external factors. Internally there is stability with chief officer grading and structure and improved workforce planning and development. The 'pull' factor from other employers is less controllable and was increased as a result of corporate restructuring in other local authorities, this has now reduced. This risk may return to red/red at the next review when the impact of a new pay and grading structure for Local Government Services staff can be assessed
FIN5-1.4 Mike Ward	Sustainability of grant funded services/project	Red/ Green	Red/ Amber	Increased as a result of increase in volume of grant regimes that are due to end/be replaced in 2008/09. Also tightening financial position nationally means scope for sustaining expenditure from local resources will be more difficult.
FIN5-1.5 Mike Ward	Failure to achieve (or significant delay in meeting) capital target	Amber/ Green	Green/ Green	Change in regulations allowing prudential borrowing and the favourable position of the Council balance sheet means a reduced dependence on the precise timing of capital receipts
REP5-1.1	Discretionary	Amber/	Red/	The overall budget

Mike Ward	services cut or reduced	Amber	Red	settlement for Local Govt nationally falling out of the CSR07 exercise is more likely to provide a lower level of increase for local govt. This is likely to reduce the resource available. Cost increases are increasing at a greater rate and the Council will be implementing single status which is likely to further increase cost pressures. The resultant funding gap is therefore expected to increase requiring greater reductions in service levels to the extent that they cannot be met from increased efficiencies
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The officers will need to provide a short explanation of this change in order for all amendments to be report to the Portfolio Holder

Next Review

- 3.5 The Strategic Risk Register is reviewed by the CRMG on a quarterly basis. The findings will then be reported again to CMT and then on to Portfolio.

4. RECOMMENDATION

- 4.1 To note the review and amendments to the Council's strategic risk register and actions being taken.

Appendix 1 – Risk Register Ratings

In line with the risk management strategy, each risk is categorised to help ensure a systematic and comprehensive approach to risk management, the categories being:

- Political
- Financial
- Social
- Environmental
- Personnel
- Physical assets
- Information and technology
- Contractors/partners/suppliers
- Reputation

The risk rating is calculated on the basis of impact and likelihood – and the greater the degree of severity and probability, the higher the risk rating, in line with the following matrix:

		IMPACT			
LIKELIHOOD		Extreme	High	Medium	Low
Almost certain		RED	RED	RED	AMBER
Likely		RED	RED	AMBER	GREEN
Possible		RED	AMBER	AMBER	GREEN
Unlikely		AMBER	GREEN	GREEN	GREEN

IMPACT

Extreme	Total service disruption / very significant financial impact / Government intervention / sustained adverse national media coverage / multiple fatalities.
High	Significant service disruption/ significant financial impact / significant adverse Government, Audit Commission etc report / adverse national media coverage / fatalities or serious disabling injuries.
Medium	Service disruption / noticeable financial impact / service user complaints or adverse local media coverage / major injuries
Low	Minor service disruption/ low level financial loss / isolated complaints / minor injuries

LIKELIHOOD

- Expectation of occurrence *within the next 12 months* -
- Almost certain
 - Likely
 - Possible
 - Unlikely

Appendix 2 – Strategic Risk Register March 2007

Hartlepool Borough Council Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category PHYSICAL ASSETS

Risk ASS5-1.3
Review 30/06/2007

Risk Failure to plan school provision appropriately

Resp Officer ADRIENNE SIMCOCK

Rating Without Control Measure Implementation

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Monitor population trends and school surplus places
- Ensure authority's statutory duties are met in relation to planning school places
- Two rounds of consultation in relation to Building Schools for the Future (BSF) completed
- Regular reports to Cabinet on BSF
-
-

Planned Risk Control Measures

- Strategy for Change for Building Schools for the Future (BSF)
- development of proposals in relation to Primary Capital Programme (PCP)
-

Comments

Failure to plan school provision appropriately could result in being unable to replace & refurbish school buildings. Important to establish agreed strategy for Building Schools for the Future and Primary Capital Programme.

Report Run By CECSKT 02 May 2007

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category POLITICAL/LEGISLATIVE

Risk POL5-1.1
Review 30/06/2007

Risk Failure to appropriately safeguard children

Resp Officer ADRIENNE SIMCOCK

Rating Without Control Measure Implementation

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Existing Risk Control

- Some Data Protection procedures and protocols are in place and are reviewed through the Performance and Quality Group
- Information sharing protocols in place
- Development of Integrated Working & Information Sharing programme.
- Appointed Caldicott Guardian
-
- Local Children Safeguard Board, procedures, processes and guidance

Planned Risk Control Measures

- Complete implementation of Integrated Children's System implemented.
- Complete Integrated Working and Information Sharing programme
-

Comments

Failure to Implement the Information Sharing Agenda in line with DfES targets could create safeguarding and possibly financial risks.

Report Run By CECSKT

02 May 2007

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ENV5-1.3
Section	STRATEGIC	Review	30/06/2007
Category	ENVIRONMENTAL		

Risk Failure to carry out testing and ongoing monitoring of the Anhydrite Mine
Resp Officer ALAN COULSON

Rating Without Control Measure Implementation

RED
 Impact: EXTREME
 Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

RED
 Impact: EXTREME
 Likelihood: POSSIBLE

Existing Risk Control

- Study carried out in 2001 which identified the need for further monitoring
- Cabinet agreed first stage of investigation
- Further testing to be carried out in late 2006
- Financial approval from English Partnerships received April 07
-
-

Planned Risk Control Measures

- Contractor expected to start on site by end of April to undertake site investigation works.
-

Comments

Risk of subsidence and cost to Council in monitoring condition. Also problem in determining Planning applications. Exact condition unknown at present

Report Run By

CECSKT02 May 2007

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.9
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk **Contaminated Land**

Resp Officer ALAN COULSON

Rating Without Control Measure Implementation

RED

Impact: EXTREME

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Existing Risk Control

- An approved inspection strategy monitored by cabinet
- Framework Consultant Technical Assessments to transfer risks to external companies
- Seaton Carew - Work is ongoing in trying to remediate this site.
- A large amount of resources has been put into resolving the problems at Seaton Carew, the remediation work will be sent out to tender before the end of March 2007.
-
-

Planned Risk Control Measures

- None

▪

Comments

The contaminated land process is resource intensive and very sensitive in the community. Pressure to take action on other potential sites could affect the Council's finances, staff and reputation

Report Run By CECSKT

02 May 2007

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ICT5-1.1
Section	STRATEGIC	Review	30/06/2007
Category	INFORMATION & TECHNOLOGY		

Risk **Experiencing failure or lack of access to Critical ICT systems**

Resp Officer ANDREW ATKIN

Rating Without Control Measure Implementation

RED
Impact: EXTREME
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER
Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Data back up and recovery plans operated by Northgate
- Information security action plan is in place to address the requirements of the Audit Commission audit
- Ind. Prof. ICT advice now in place
- Core system service standards availability added into the SLA - new.
- SLA serv. Stds revised upwards in terms of availab.
- Client Service Officer now in post to monitor N'gate qual/serv stds

Planned Risk Control Measures

- None

▪

Comments

The Council operates a number of critical computer based systems. Major failure of the system or denial of access could cause serious disruption/total loss of service delivery ...

Report Run By CEC SKT

02 May 2007

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.7
Section	STRATEGIC	Review	30/06/2007
Category	REPUTATION		

Risk **Loss of Council reputation due to both internal and external factors**

Resp Officer ANDREW ATKIN

Rating Without Control Measure Implementation

RED

Impact: HIGH

Likelihood: LIKELY

Amended Rating with Control Measures Implemented

AMBER

Impact: MEDIUM

Likelihood: POSSIBLE

Existing Risk Control

- Strong relationships with all departments/councillors to plan how the Council deals with major/key issues
- Strong relationships with outside bodies to plan how the Council deals with major/key issues
- Emergency Plan in place to deal with major incidents
- Members development prog to ensure members are able to deal with situations that involve external agencies i.e the media
- Officers development programme to ensure officers have the skills to deal with all situations professionally
- Business Continuity Plans in place and development continues

Planned Risk Control Measures

- None

▪

Comments

External factors include agencies such as the media, other local authorities and business.

Internal

factors include situations where incorrect/inaccurate information is released by officers or members

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category PERSONNEL

Risk PER5-1.2
Review 30/06/2007

Risk Failure to provide council services during emergency conditions

Resp Officer DENIS HAMPSON

Rating Without Control Measure Implementation

RED

Impact: EXTREME

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: EXTREME

Likelihood: UNLIKELY

Existing Risk Control

- Some ad hoc continuity plans in some services
- High level of planning for an emergency affecting the local community or environment
- Business Continuity Champion appointed (Autumn 2006)
- Work on business continuity plans progressing
-
-

Planned Risk Control Measures

- None

▪

Comments

Further consideration should be paid to planning to continue the council's own services should it be affected by any event which denies access or availability of key resources.

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category PERSONNEL

Risk PER5-1.3
Review 30/06/2007

Risk Flu pandemic

Resp Officer DENIS HAMPSON

Rating Without Control Measure Implementation

RED
 Impact: EXTREME
 Likelihood: LIKELY

Amended Rating with Control Measures Implemented

RED
 Impact: HIGH
 Likelihood: LIKELY

Existing Risk Control

- Main Flu pandemic contingency plan in draft and operable
- Bus. Continuity Plan with Deptmntl overarching framework
- Critical Services Identified at a strategic level
- Strategic Incident Response Team
- Disaster Plan with Northgate & remote access plan.
- Exercises conducted with Health agencies

Planned Risk Control Measures

- None

▪

Comments

It is estimated that 25% of the population could be affected at any point resulting in 40% of staff being absent from work both due to illness & carers responsibilities.

Report Run By CECSKT

02 May 2007

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.2
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk Failure to provide council services during emergency conditions

Resp Officer Ewen Weir

Rating Without Control Measure Implementation

RED

Impact: HIGH

Likelihood: ALMOST

CERTAIN

Amended Rating with Control Measures Implemented

RED

Impact: HIGH

Likelihood: LIKELY

Existing Risk Control

- Some ad hoc continuity plans in some services
- High level of planning for an emergency affecting the local community or environment
- Main business continuity plans will be in place by end December 2005
- Address requirements of Civic Contingencies Bill
-
-

Planned Risk Control Measures

- Document Management development
-

Comments

Further consideration should be paid to planning to continue the council's own services should it be affected by any event which denies access or availability of key resources.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ASS5-1.1
Section	STRATEGIC	Review	30/06/2007
Category	PHYSICAL ASSETS		

Risk **Lack of resources to maintain building stock**

Resp Officer GRAHAM FRANKLAND

Rating Without Control Measure Implementation

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Existing Risk Control

- Prudential borrowing arrangements to provide £3M towards replacing the Mill House
- Prudential borrowing arrangements to provide £3m towards the Civic Centre
- Strategic Asset Management group established
- Reviewed Capital Strategy and Asset Management Plan in place
- Plan to reduce maintenance back log produced for cabinet
-

Planned Risk Control Measures

- Pressures highlighted in budget process - additional investment in capital programme for 2007/8 and beyond
-

Comments

Much of the Council's building stock is in poor condition.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ENV5-1.4
Section	STRATEGIC	Review	30/06/2007
Category	ENVIRONMENTAL		

Risk met **Reduction of CO2 emissions/energy consumption & costs not being**

Resp Officer GRAHAM FRANKLAND

Rating Without Control Measure Implementation

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Environmental partnership is established as a theme partnership in the LSP along with sub groups

- Neighbourhood Services are leading on environmental & energy saving agenda within the Council
- Council has signed up to Tees Valley Climate Change Partnership
- Produce energy saving policies as guidance
- Monitor energy usage and procurement
- Flexible purchasing policy agreed via NEPO

Planned Risk Control Measures

- Energy saving awareness / education
- Deliver climate change strategy
- New energy contracts for 07/08. Allowances made in budget for 07/08 increases

Comments

Not meeting energy consumption savings & reduction in CO2 emission targets could result in negative reporting from the Audit Commission & impact on the Council's reputation

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.3
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk Failure to implement National Procurement Strategy

Resp Officer GRAHAM FRANKLAND

Rating Without Control Measure Implementation

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: MEDIUM

Likelihood: UNLIKELY

Existing Risk Control

- Corporate procurement group established to drive implementation of national and local strategy requirements
- Procurement strategy developed & baseline developed with progress & performance being monitored
- Collaborative link with NE Centre of Excellence & Tees Valley Authorities
- E procurement needs identified as part of IEG 4
- 5 year Procurement Plan in place with linked projects
- Contract Procedure Rules updated

Planned Risk Control Measures

- Enhance collaboration with other local authorities
- Revised procurement strategy to be produced and review of strategic procurement planned
- Spend analysis to be completed. •Contract registration to be enhanced. •e-procurement to be determined

Comments

The Implementation of the National Procurement strategy is of increasing importance nationally given the requirements of the efficiency agenda.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.8
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk Financial Viability and capacity of Building Consultancy services

Resp Officer GRAHAM FRANKLAND

Rating Without Control Measure Implementation

RED
Impact: HIGH
Likelihood: ALMOST

CERTAIN

Amended Rating with Control Measures Implemented

RED
Impact: HIGH
Likelihood: LIKELY

Existing Risk Control

- Reduction on staffing levels to match work programme
- Increase in TOS budget support
- Increase in income generation
-
-
-

Planned Risk Control Measures

- Explore income generation. •Review corporate funding allocation
- Pursue framework agreements
- Collaborate with other LA's and partners

Comments

Risk to the financial viability of building consultancy. Initial risk measures inadequate to solve long term problem. Political uncertainty about how to progress.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.5
Section	STRATEGIC	Review	30/06/2007
Category	POLITICAL/LEGISLATIVE		

Risk **Failure to operate vehicles safely**

Resp Officer JAYNE BROWN

Rating Without Control Measure Implementation

RED
 Impact: HIGH
 Likelihood: LIKELY

GREEN
 Impact: HIGH
 Likelihood: UNLIKELY

Amended Rating with Control Measures Implemented

Existing Risk Control

- 4 weekly monitoring of trading position
- Staff trained in the delivery of the MIDAS driver training scheme
- Onboard weighing systems fitted to refuse vehicles, to monitor vehicle overloading
- Selected driver training.
- Associated risk assessments in place
-

Planned Risk Control Measures

- Evaluation of fleet management systems, report to partnership board March 2007 to seek approval for implementation
- Establish an integrated transport strategy
- Driver policy, handbook and associated training being developed in conjunction with Road and Transport Safety team

Comments

None

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category REPUTATION

Risk REP5-1.8
Review 30/06/2007

Risk Loss of O License

Resp Officer JAYNE BROWN

Rating Without Control Measure Implementation

RED

Impact: EXTREME

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: EXTREME

Likelihood: UNLIKELY

Existing Risk Control

- Review as part of quarterly performance management
- Loading measurement equipment & monitoring process implemented with weight readings fed directly to operational managers
- Robust driver vehicle inspection regime supported by efficient vehicle maintenance facility
- Tachograph and driver licences inspected on a regular basis
- Comprehensive driver training scheme and code of practice initiated in Transport Services Section
- 2 professional staff capable of holding 'O' licence

Planned Risk Control Measures

- None

▪

Comments

Provide a fleet of vehicles fit for purpose. Unable to run vehicle fleet, high financial and reputation loss. Government Intervention. Service unable to operate. Condition of fleet due to lack of investment. No licence holder employed

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.1
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk **Future Equal pay claims**

Resp Officer JOANNE MACHERS

Rating Without Control Measure Implementation

RED
Impact: HIGH
Likelihood: LIKELY

Amended Rating with Control Measures Implemented

RED
Impact: HIGH
Likelihood: LIKELY

Existing Risk Control

- Resources have been factored into the budget strategy for future pay claims
- Consultation & negotiation with staff and unions with ACAS support
- Job Evaluation scheme is progressing
- Bridging the gap arrangements for 1 April 2004 - 31 March 2007
- Manual Workers JE Scheme & Communication Strategy complete
- Settlement agreed (via COT3) of almost 100% of high risk group employees until March 07

Planned Risk Control Measures

- Settlement being sought (via COT3) for new starters since 1.1.06
- Negotiating transfer of unskilled Red Book workers to Green Book terms and terminate bonus schemes
- Pre-remedies meeting planned April for successful claimants

Comments

Increased financial burden from successful claims will reduce funds available for service delivery and may threaten jobs.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.11
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk findings in **Current Equal Pay Claims including settlement of, or adverse ET of existing equal pay claims**

Resp Officer JOANNE MACHERS

Rating Without Control Measure Implementation

RED

Impact: HIGH
Likelihood: ALMOST

CERTAIN

Amended Rating with Control Measures Implemented

RED

Impact: HIGH
Likelihood: ALMOST

CERTAIN

Existing Risk Control

- Potential costs factored into financial planning arrangements
- Counsel's advice received in respect of possible settlement terms
- Ongoing discussions with claimants solicitors regarding possible settlement terms
- Preliminary legal points resolved
- Favourable ET decisions regarding Aided School employees (subject to appeal)
-

Planned Risk Control Measures

- None
-

Comments

Current equal pay claims could result in significant additional costs to the Council & a significant impact on the Council's finances & financial planning arrangements.

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category PERSONNEL

Risk PER5-1.1
Review 30/06/2007

Risk delivery **Loss of key staff / Insufficient numbers of staff to match service demands**

Resp Officer JOANNE MACHERS

Rating Without Control Measure Implementation

RED

Impact: HIGH
 Likelihood: LIKELY

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
 Likelihood: POSSIBLE

Existing Risk Control

- Development of career grade structures in Regeneration and Planning
- Use of outside support as appropriate - Agency & consultants
- Mainstreaming of exit strategies for some posts
- Recruitment & Retention team in place within Human Resources with Recruitment and Retention Strategy agreed
- Corporate Restructure complete & new directors grading structure agreed
- People Strategy and Workforce Development Plan in place

Planned Risk Control Measures

- Single Status Agreement to incorporate career grades, career pathways, generic job profiles, etc.

Comments

Further losses of key posts could significantly impact on the ability of the Council to maintain current excellent performance ratings and also meet the overall aims and objectives set by the Council.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.10
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk Failure to maintain trading activity

Resp Officer KEITH SMITH

Rating Without Control Measure Implementation

RED
 Impact: HIGH
 Likelihood: LIKELY
GREEN
 Impact: HIGH
 Likelihood: UNLIKELY

Amended Rating with Control Measures Implemented

Existing Risk Control

- Four weekly monitoring of trading position
- Business/Service Plans including monitoring of performance of trading activities.
-
-
-
-

Planned Risk Control Measures

- None
-
-

Comments

There is potential over the next 2/3 years for a reduction in trading activity due to increased central overhead costs & charges to services remaining the same therefore operating at a loss.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	CPS5-1.2
Section	STRATEGIC	Review	30/06/2007
Category	CONTRACTORS, PARTNERS & SUPPLIERS		
Risk	Failure to have adequate governance procedures in partnerships/partnership protocol		
Resp Officer	MIKE WARD		

Rating Without Control Measure Implementation

AMBER

Impact: MEDIUM

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: LOW

Likelihood: POSSIBLE

Existing Risk Control

- The Council currently has a number of ad hoc arrangements covering various partnership activities.
- These are dependant upon the size complexity & importance of the partnership.
- These cover set up and subsequent monitoring arrangements.
-
-
-

Planned Risk Control Measures

- into a comprehensive strategic framework for all partnerships.
-

Comments

In some partnerships the council takes as funder takes the role of accountable body.

Report Run By CECSKT

02 May 2007

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.4
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk Sustainability of grant funded services / projects

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

RED
 Impact: HIGH
 Likelihood: LIKELY
AMBER
 Impact: MEDIUM
 Likelihood: LIKELY

Amended Rating with Control Measures Implemented

Existing Risk Control

- Exit strategies for key time limited programmes
- Flexibility and financial freedoms granted to CPA "excellent" rated authority
- Application made for special resources to meet housing improvement requirements
- Review of affected programmes once ODPM allocations announced
- The Council has included details of reducing and time expiring grant schemes into its budget process
-

Planned Risk Control Measures

- None

Comments

Sustainability of a service once a funding stream comes to an end is a risk in many areas.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.5
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk targets **Failure to achieve (or significant delay in meeting) capital receipt targets**

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

GREEN

Impact: LOW
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: LOW
Likelihood: UNLIKELY

Existing Risk Control

- Disposals managed to prudential guidelines
- Healthy level of Council reserves
- 3-5 Year property disposals strategy
- Prudential Framework mitigates the impact of risk by giving alternative funding options
-
-

Planned Risk Control Measures

- None

▪

Comments

The capital receipts target is based on a small number of large scale planned disposals. Failure to complete these disposals (or a significant delay) could have serious financial implications.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.6
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk **Impact upon the Council from outsourcing of significant service areas**

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

AMBER

Impact: MEDIUM

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

GREEN

Impact: MEDIUM

Likelihood: UNLIKELY

Existing Risk Control

- Experience of TUPE transfers
- Arrangements for service delivery to others in place (i.e. Fire Authority)
- Arrangements in place to monitor stability of organisations. These will help to anticipate future changes
- Experience of managing outsourced ICT partner
- Use of reserves to smooth adjustment period
-

Planned Risk Control Measures

- None

Comments

Hartlepool BC is a relatively small Unitary Authority. Outsourcing of significant service areas (such as

Hartlepool Housing) can have a significant impact on the organisation...

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category REPUTATION

Risk REP5-1.1
Review 30/06/2007

Risk Discretionary services cut or reduced

Resp Officer MIKE WARD

Rating Without Control Measure Implementation

RED
 Impact: MEDIUM
 Likelihood: ALMOST

CERTAIN

Amended Rating with Control Measures Implemented

RED
 Impact: MEDIUM
 Likelihood: ALMOST

CERTAIN

Existing Risk Control

- Risk and consequences of proposed cuts are highlighted at appropriate points in the decision making process
- Budget strategy includes consultation processes to inform decision making process with stakeholder views
-
-
-
-

Planned Risk Control Measures

- None

▪

Comments

Many of the services provided by the Council are non-statutory and are frequently targeted for budget reductions.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	CPS5-1.1
Section	STRATEGIC	Review	30/06/2007
Category	CONTRACTORS, PARTNERS & SUPPLIERS		

Risk Failure to work in effective partnerships with Health Services

Resp Officer NICOLA BAILEY

Rating Without Control Measure Implementation

RED

Impact: HIGH

Likelihood: ALMOST

CERTAIN

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Existing Risk Control

- Individual Partnership agreements covering responsibilities, accountabilities and liabilities
- Local Strategic P/ship each p/ship has a method to manage the p/ship e.g. board responsible for monitoring performance
- As a result of NHS organisational change we have reaffirmed our commitment and understanding of integration and partnerships with the PCT and the new MH/LD trust to ensure we have a clear
-
-
-

Planned Risk Control Measures

- Development of a clear partnership agreement with the PCT for integrated services
- Review of existing partnership agreement and re development of a new agreement with TEWV NHS Trust for MH/LD
-

Comments

White paper has set timescales for the Council and Health Services to work in an organisational partnership. Not meeting the timescales could result in a poor CPA rating and social care performance rating.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	FIN5-1.7
Section	STRATEGIC	Review	30/06/2007
Category	FINANCIAL		

Risk Potential for cost shunting between NHS and HBC re CHC

Resp Officer NICOLA BAILEY

Rating Without Control Measure Implementation

RED
 Impact: HIGH
 Likelihood: LIKELY
AMBER
 Impact: HIGH
 Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

Existing Risk Control

- Vigorous representation within steering group led by Strategic Health Authority
- Requests for clarity and national protocol from the department of Health (CSSI)
- Contingency level of budget impact identified
- Local discussion and negotiation in Panels, with appeals mechanism
- Local Authorities & Health Care providers to review certain cases
- that have been refused NHS Continuing Care in line with recent NHS Ombudsman judgement

Planned Risk Control Measures

- None

▪

Comments

Primary responsibility for clients with social care needs rest with the Council, & for medical/health care needs with the NHS.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.7
Section	STRATEGIC	Review	30/06/2007
Category	POLITICAL/LEGISLATIVE		

Risk Potential negative effect of changes in local authority structures on Hartlepool

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

RED
 Impact: EXTREME
 Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER
 Impact: HIGH
 Likelihood: POSSIBLE

Existing Risk Control

- Promote H/Pool's success at National, Regional and Sub Regional
- Keep abreast of changing/emerging policies and ensuring that the success of H/pool is recognised
- Responding to national consultation on the role & function of local authorities
- Ensuring continued focus on achievement of local priorities
-
-

Planned Risk Control Measures

- review of implications of local govt Bill and plans required to address this
-

Comments

The White Paper Future Funding Local Government - Structures Two Tier Areas to Unitary Authority with between 250,000 and 1.5 million population.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.8
Section	STRATEGIC	Review	30/06/2007
Category	POLITICAL/LEGISLATIVE		

Risk National & regional needs imposed which may not reflect Hartlepool needs including the creation of City Regions

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

RED
 Impact: HIGH
 Likelihood: ALMOST

CERTAIN

Amended Rating with Control Measures Implemented

AMBER
 Impact: MEDIUM
 Likelihood: POSSIBLE

Existing Risk Control

- Ongoing responses to Gov consultation on changes or potential changes at a nat & reg level e.g

- Lyons Enquiry

- Promoting Hartlepool both within the Region & to a wider audience
- Working with organisations directly & regional Tees Valley Authorities
- Maintain Operation/Management Communications with local and regional agencies
-
-

Planned Risk Control Measures

- Review of LAA provides opportunity to focus on local needs
-
-

Comments

The Council has good relationships with local organisations which enables the Council to be effective in developing local initiatives.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.2
Section	STRATEGIC	Review	30/06/2007
Category	REPUTATION		

Risk Reduction of CPA rating will lead to adverse publicity and damage to the Council's reputation

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Performance targets regularly reviewed by management teams/Cabinet
- Further improved performance management arrangements for 2007/08
- Implementation of organisational development priorities included in Corp Plan 2007/08
-
- Lead Officers identified with regular monitoring & review by CMT to be developed
-

Planned Risk Control Measures

- Consideration of cpa service performance frameworks in relation to 2007/8 service planning
-

Comments

A reduction in the CPA rating could create an adverse effect on staff morale / recruitment and retention

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.3
Section	STRATEGIC	Review	30/06/2007
Category	REPUTATION		

Risk **Change programme / Restructuring of the Authority**

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

RED
 Impact: HIGH
 Likelihood: LIKELY
AMBER
 Impact: HIGH
 Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

Existing Risk Control

- Project management and risk assessment assigned to change programme teams
- Communication with staff e.g. briefings, newsletters, mgt team meeting, CMT monthly meeting, cllr briefings
- Continue regular monitoring of performance through CMT, DMTs, Cabinet & Scrutiny
- Way Forward Board, Steering Group, Quarterly monitoring by CMT
- Temporary staffing arrangements in place to cover vacant posts
-

Planned Risk Control Measures

- None
-

Comments

The lack of people in post and/or acting up through the Change Programme/Restructuring of the Authority

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.4
Section	STRATEGIC	Review	30/06/2007
Category	REPUTATION		

Risk direction) **Loss of focus on strategic direction and key priorities (political**

Resp Officer PAUL WALKER

Rating Without Control Measure Implementation

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Members development programme has been developed and will be further enhanced
- Provision of information to inform the budgetary process for 2005/6 (consultation, SIMALTO etc)
- Members seminar programme in operation throughout the year
- Members regular monitoring of performance against priorities
-
-

Planned Risk Control Measures

- None

▪

Comments

The previous 12 months have been a period of on-going change at Hartlepool

Hartlepool Borough Council

Detailed Risk Report

Department STRATEGIC
Section STRATEGIC
Category ENVIRONMENTAL

Risk ENV5-1.1
Review 30/06/2007

Risk Controversy relating to contentious decisions

Resp Officer PETER SCOTT

Rating Without Control Measure Implementation

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Existing Risk Control

- Work closely with other agencies e.g Environment Agency, HSE & GONE
- Professionally qualified staff and the obtaining of professional advice from external specialists
- Early alert to Executive Members and Public Relations office of potential media interest stories
- Ensure requests for specialist information from developers
-
-

Planned Risk Control Measures

- None

▪

Comments

In certain exceptional cases development proposals come forward with potentially wide ranging environmental implications. HBC may not be able to influence decisions which have a negative impact on its reputation/image of area/local economy

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	ENV5-1.2
Section	STRATEGIC	Review	30/06/2007
Category	ENVIRONMENTAL		

Risk Lack of resources for sustainable development

Resp Officer PETER SCOTT

Rating Without Control Measure Implementation

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH
Likelihood: POSSIBLE

Existing Risk Control

- Environmental partnership is established as a theme partnership in the LSP along with sub groups

- Lack of resources for sustainable development was raised in recent budget reviews & discussed within CMT

- Local Development Framework has sustainability has built in

- The Local Plan has recently been adopted

-

-

Planned Risk Control Measures

- Budget bid for 2008/09 proposed

-

Comments

The risk of sustainability not being strategically driven is that important targets may not be met and

financial penalties & adverse inspection outcomes could be received. A strategy was produced but not

progressed due to a lack of resources.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.6
Section	STRATEGIC	Review	30/06/2007
Category	POLITICAL/LEGISLATIVE		

Risk **Effective delivery of housing market renewal affected by external decisions**

Resp Officer PETER SCOTT

Rating Without Control Measure Implementation

RED
 Impact: HIGH
 Likelihood: LIKELY

Amended Rating with Control Measures Implemented

AMBER
 Impact: HIGH
 Likelihood: POSSIBLE

Existing Risk Control

- Recognised experts appointed to co-ordinate all necessary processes
- Working with Legal consultants to ensure all statutory requirements are met
- H/pool is a partner with the Tees Valley Living HMR initiative
- Effective Consultation with communities to secure support & manage expectations
- Pship with delivering bodies, H/pool Revival & Housing H/Pool
- HMR Co-ordinator located within regen & forward planning team establishing good strategy & proposals

Planned Risk Control Measures

- None

▪

Comments

HMR is a long, complex and sensitive process which depends on securing funding from the Regional Housing Board and Central Government through Tees Valley Living. Outcomes of funding/legal processes are sometimes uncertain.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	REP5-1.5
Section	STRATEGIC	Review	30/06/2007
Category	REPUTATION		

Risk Failure to realise plans for Victoria Harbour regeneration scheme

Resp Officer PETER SCOTT

Rating Without Control Measure Implementation

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: HIGH

Likelihood: POSSIBLE

Existing Risk Control

- Pship Boards at Tees Valley Regeneration (TVR) for Victoria Harbour Project & Project Teams have H'Pool Council snr rep.
- Close pship working with site owners & TVR to produce master plan & other docs i.e. Section 106 Agreement.
- Close liaison with regional & sub-regional bodies
- Extensive studies undertaken by TVR & site owners
- Representation made on key strat planning docs to identify H'Pool Quays (incl Victoria Harbour) as a regen priority
- Victoria Harbour is reflected in adopted local plan & is included in the Corporate Plan

Planned Risk Control Measures

- None

▪

Comments

The Victoria Harbour scheme is the major regeneration project for the Council. Undue delays or reduced quality of the scheme would impact on the ability of the Council to achieve a step change in the regeneration of the town.

Hartlepool Borough Council

Detailed Risk Report

Department	STRATEGIC	Risk	POL5-1.2
Section	STRATEGIC	Review	30/06/2007
Category	POLITICAL/LEGISLATIVE		

Risk Failure to carry out a statutory process

Resp Officer TONY BROWN

Rating Without Control Measure Implementation

RED

Impact: EXTREME

Likelihood: POSSIBLE

Amended Rating with Control Measures Implemented

AMBER

Impact: EXTREME

Likelihood: UNLIKELY

Existing Risk Control

- Management processes for the performance of statutory responsibilities
- Lexcel accreditation of the above processes
- Policy Statement awareness of new legislation guidance to departments
- Monitor progress of white paper
-
-

Planned Risk Control Measures

- None

▪

Comments

There are a multitude of statutory processes with which the Council must comply and for which failure could be damaging in terms of significant financial loss and damage to reputation

PERFORMANCE PORTFOLIO

Report To Portfolio Holder

21st May 2007



Report of: Chief Personnel Officer

Subject: ANNUAL RACE AND DIVERSITY REPORT

SUMMARY

1.0 PURPOSE OF REPORT

To obtain the Portfolio Holder endorsement of the Annual Race and Diversity report for 2006-07 and progress made towards the action plan for achieving Level 3 of the Equality Standard for Local Government (BV PI 2a) by 2007/8.

2.0 SUMMARY OF CONTENTS

The report provides details of the Council's performance against the Corporate Race and Diversity Scheme 2005-08, and progress made in respect of actions planned to achieve Level 3 of the Equality Standard for Local Government by March 2008.

3.0 RELEVANCE TO PORTFOLIO MEMBER

Corporate Performance.

4.0 TYPE OF DECISION

This is not a key decision.

5.0 DECISION MAKING ROUTE

Portfolio Holder only.

6.0 DECISION(S) REQUIRED

Endorse the report and action plan.

Report of: Chief Personnel Officer

Subject: ANNUAL RACE AND DIVERSITY REPORT

1. PURPOSE OF REPORT

- 1.1 To obtain the Portfolio Holder endorsement of the Annual Race and Diversity report and progress made towards the action plan for achieving Level 3 of the Equality Standard for Local Government (BVPI 2a) by March 2008.

2. BACKGROUND

- 2.1 The Council's Corporate Race and Diversity Scheme 2005-2008 was approved by Cabinet on 6th June 2005. This meets the requirements of both the Race Relations (Amendment) Act 2000 and the BVPI2a - Equality Standard for Local Government (the 'Equality Standard'). The 2000 Act also requires Councils to publish an annual report detailing performance against the Race and Diversity Scheme.
- 2.2 During 2006/7, the Disability Equality Scheme has been agreed as an addendum to the Corporate Race and Diversity Scheme and the revised document is attached at Appendix A.
- 2.3 During 2006/7, the Gender Equality Scheme was developed (formally agreed in April 2007) as an addendum to the Corporate Race and Diversity Scheme also and the revised document is attached at Appendix A.

3. ANNUAL RACE AND DIVERSITY REPORT

- 3.1 Attached as Appendix B is the Annual Race and Diversity Report 2006-07. It is envisaged that the missing performance information will be reported orally at your meeting.
- 3.2 Key corporate achievements in 2006/7 include:-
- The Talking with Communities initiative is now an established forum for consulting with the BME communities with its own website [Talking with communities](#).
 - Accessibility improvements made to the council website which is now World Wide Web Consortium (W3C) AA compliant,

Browsealoud is installed and welcome information is provided in 8 main community languages.

- Departments are incorporating the three new Equality Standard strands (Age, Sexual Orientation and Religion & Belief) in their equality and diversity work.
- A review of HR policies, development of a new HR policy in relation to working beyond age 65 and training of managers in response to the new age regulations which came into effect on 1st October 2006.
- Launch of a web based Diversity in the Workplace training course for employees tailored to the Council and signposted to relevant Council's policies and procedures.
- Consultation with disabled people and groups representing disabled people in relation to the formation and implementation of the Disability Equality Scheme and action plan in order to meet the requirements of the Disability Discrimination Act 2005.
- Establishment of structures to consult with LGBT (Lesbian, Gay, Bi-sexual and Transsexual) people.
- Diversity Steering Group Action Plan is planned to be included within the Performance Management Database.
- Corporate guidance developed and implemented detailing how equality is to be integrated into service planning (including setting targets based on equality objectives).
- Draft of Corporate Access Strategy (physical access, access to services, access to information, access to transport, access to education and access to employment) is developed.
- Equality issues mainstreamed into the Council's Procurement arrangements.
- Revised corporate guidance on undertaking INRA's and DIA's (retrospective and predictive impact assessments) developed and implemented.
- Gender Equality Scheme with action plans implemented following consultation to meet with the requirements of the Equality Act legislation.
- Peer review on the Equality Standard for local government by I&DeA/DIALOG was undertaken and the Council's declaration in achieving Level 2 of the standard was confirmed.
- CPA report highlights the progress made in Diversity areas.
- Continued progress towards achieving Level 3 of the Equality Standard.
- Improvement of Council's performance in implementing the Duty to Promote Race Equality (BVPI 2b).
- Significant improvements in the number of employees from a) ethnic minority communities and b) who have declared a disability.

4. ACTIONS PLANNED TO ACHIEVE LEVEL 3 OF THE EQUALITY STANDARD BY MARCH 2008

- 4.1 The Council declared itself as achieving level 2 of the Equality Standard in March 2006 and has set itself a target of achieving Level 3 by March 2008.
- 4.2 The Equality Standard provides a systematic framework for mainstreaming equality issues into all aspects of service delivery and employment in all departments. It has 5 levels as follows:-
- 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

Within each level there are substantive areas as follows:

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

Further details of the Equality Standard can be found at Appendix C.

- 4.3 The Diversity Steering Group, which reports directly to Corporate Management Team, has made significant progress in progressing or completing the actions identified in its action plan (Appendix D) as being needed to ensure that the Council progresses from Level 2 of the Equality Standard to Level 3 by March 2008. In line with the usual performance management arrangements, a traffic lights system is used to denote progress, with Green indicating that the action has been completed, Amber indicating that it is expected that the target date will be met and Red indicating that the target has not been met. Any actions which are Red have been included in the 2007/8 Diversity Steering Group Action Plan (Appendix E) which, if completed, should ensure that Level 3 is achieved.

5. RECOMMENDATION

That the Portfolio Member:

- a) endorses the Annual Race and Diversity Report
- b) notes the progress made towards achieving Level 3 of the Equality Standard for Local Government (BVPI 2a) and
- c) endorses the Diversity Steering Group action plan for 2007/8

Appendix A**Corporate Race and Diversity Scheme 2005-2008**

In 2005 Hartlepool Borough Council published its second Race Equality Scheme as required by the Race Relations (Amendment Act) 2000. The Scheme contained detailed race equality actions plans covering a three-year period from 2005-2008 and annual reports have been compiled and made available to the public.

The Race and Diversity Scheme includes all aspects of the Race Equality Scheme as required by the Race Relations Amendment Act 2000 but also includes many other equality and diversity issues relevant to other groups within our community.

The Race and Diversity Scheme is a corporate strategy and plan showing how the council intends to meet its obligations in relation to race and diversity issues over the next three years.

The Corporate Race and Diversity Scheme 2005-2008 can be accessed via this link [Race and Diversity scheme](#)

During 2006/7, the [Disability Equality Scheme](#) and the [Gender Equality Scheme](#) has been agreed as an addendum to the Corporate Race and Diversity Scheme. Similarly the [Gender Equality Scheme](#) has also been developed as an addendum to the Corporate Race and Diversity Scheme although it was not formally agreed until April 2007.

Appendix B



ANNUAL DIVERSITY REPORT 2006-2007

वार्षिक विविधता रिपोर्ट

বার্ষিক বৈচিত্র্য রিপোর্ট

ڈائورسٹی یعنی تنوع کے معاملات کی سالانہ رپورٹ

التقرير السنوي عن التنوع :

رپورتي سالانه دهر باره‌ی ۱۴۰۵ هجری

年度多元化报告书

年度多元化報告書

Raport roczny o stanie integracji różnych środowisk

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

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

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

ئەگەر زانیاریت بە زمانیکی که یا بە فۆرمیکی که دەوی تکایه داوامان لی بکه
(Kurdish)

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

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

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

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

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

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

Contents	Page No
Foreword from the Mayor	4
Introduction	5
How we measure performance	6
Consultations	9
Council Wide achievements	10
Departmental achievements:	
Chief Executive	13
Regeneration & Planning	18
Children's services	22
Neighbourhood services	26
Adult & Community Services	30
Departmental Diversity Training -- Appendix 1	37
Glossary	39

Foreword from the Mayor



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

The purpose of this report is to explain what the Council has achieved over the last year to overcome barriers to service provision, promote equal opportunities and encourage good race relations.

The Council is committed to promoting diversity and works very hard to encourage this throughout the organisation. The Corporate Diversity Steering Group, which includes representatives from across the whole Council, meets regularly to work towards equality in service provision for all sections of the community.

This year, as well as reporting on how we have developed better services for all different sections of our communities, we have also included information on what we intend to achieve in the coming year.

The Council is committed to promoting equality and diversity and will ensure that this commitment is evident in everything we do.

Councillor Stuart Drummond
Mayor of Hartlepool

The Annual Diversity Report (2006-2007)

1. Introduction:

The Council 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.

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

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

A Corporate Race & Diversity Scheme was produced and published in May 2005. The scheme contains detailed race equality actions covering a three-year period from 2005-2008. The scheme also includes ways in which the Council progresses through the levels of the Equality Standard for Local Government, which was introduced in 2002.

The Race & Diversity scheme includes all aspects of the Race Equality Scheme as required by the Race Relations Amendment Act 2000 but also includes many other equality and diversity issues relevant to other disadvantaged groups within our community. The Disability Equality Scheme published in Dec 2006 and the Gender Equality Scheme published in April 2007 are included as addendums to the existing Race & Diversity Scheme. This Annual Diversity Report is produced to align with the Race and Diversity Scheme, the addendum schemes and shows what each department has accomplished. It also contains what the Council intends to achieve in the coming year.

The Diversity Steering Group was initially created in May 2002 to facilitate the compilation of the Council's Race and Diversity Scheme and to meet the requirements of the Race Relations Amendment Act 2000 (subsequently amended to include the Disability Discrimination Act 2005 and Equality Act 2006). The focus of the Group will be to continue this work including carrying out review and monitoring activities regarding the content of the Race & Diversity Scheme. Support is provided from the Corporate Diversity Section.

This is Hartlepool Borough Council's fifth Annual Diversity Report. It includes the Council's accomplishments in 2006/07 and what it intends to achieve in 2007/08 in relation to race, disability, gender and other diversity issues.

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

1.1 How we measure performance:

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

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

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

The Council complements the statutory indicators with 'local' indicators that measure how its services are performing to achieve its local corporate objectives and to see whether services are improving. Under the Race Relations (Amendment) Act 2000, Councils are required to identify all the functions, policies, plans and strategies that have a race equality dimension and then carry out an impact assessment. The Equality Standard for Local Government BVPI2a builds upon this requirement and extends across the areas of race, gender, disability, age, sexual orientation and religion. There are five Levels in the Equality Standard. Hartlepool Borough Council has declared it has achieved Level 2 of the Equality Standard in March 2006. It is working towards achieving Level 3 by March 2008 and this year has completed some solid consolidation work towards this aim.

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

1.2 2006/7 performance and future targets in equality related Best Value Performance Indicators is as follows

Table 1

BV PI Description	2005/6 Performance	2006/7 Performance	2006/7 Target	2007/8 Target	2008/9 Target
BV PI 2a – Equality Standard	Level 2	Level 2	Level 2	Level 3	Level 3
BV PI 2b - Duty to promote Race Equality	84%	89%	84%	89%	89%
BV PI 11a – Senior Women	50.44%		50.44%	50.44%	50.44%
BV PI 11b – Senior BME employees	1.15%		2.31%	2.31%	2.31%
BV PI 11c – Senior Disabled employees	6.79%		7.95%	7.95%	7.95%
BV PI 16a – BME employees	4.41%		4.42%	4.43%	4.44%
BV PI 16ab – BME employees compared to local population	19.92%		19.96%	20.01%	20.05%
BV PI 17a – disabled employees	0.8%		0.8%	0.9%	0.9%
BV PI 17ab – disabled employees compared to local population	72.73%		72.73%	81.81%	81.81%
BV PI 156 - Buildings accessible to people with a disability	20.00%		28%	30%	30%
BV PI 174 - Racial Incidents per 100,000 employees	58.82%		59%	60%	61%
BV PI 175 – Racial Incidents with further action	98.11%		18%	21%	22%

1.3 Workforce Profile

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

a) Age

Table 2

Description	At 1.4.06	At 1.4.07	Local Population of working age
Aged 16-17	0.36%		4.64%
Aged 18-24	5.9%		12.05%
Aged 25-34	18.9%		20.20%
Aged 35-44	29.6%		24.50%

Aged 45-54	29.8%		21.58%
Aged 55-64	15.4%		17.03%
Age 65+	0.11%		N/A

b) Gender

Table 3

Description	At 1.4.06	At 1.4.07	Local Population of working age	2007/8 Target	2008/9 Target
Male	25.71%		49.10%		
Female	74.29%		50.90%		

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

Table 4

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

1.4 Employee Training 2006/07:

Employee training is an essential part of ensuring services are delivered appropriately to all members of the community. It also ensures that we meet with our general duties under the Race Relations (Amendment) Act 2000 and other associated diversity legislations.

For individual department's staff training please refer to **Appendix 1**

1.5 Consultations

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

View point (citizen's panel) – postal questionnaires

Talking with Communities (ethnic minority groups) – discussion forum

E-consultation system (for general population, employees and Viewpoint members) – on line questionnaires and discussions
 General satisfaction surveys (BVPI's) – self-completion/postal questionnaires
 Employee Panel – range of techniques
 Employee Surveys – postal and on line surveys

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

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

The Council works with partners to use existing groups and consultation mechanisms, the All Abilities Forum (Disabilities), Access Audit Group (Disabilities) and the Over 50's Forum, which are run by the voluntary sector. In 2006/7 formal consultation arrangements were introduced with Hart Gables which represents LGBT (Lesbian, Gay, Bi-sexual, transgender) people

However we recognize that traditional methods of consultation are not always accessible to all groups in the community. In order to provide effective consultation we will continue to do so in an appropriate way. The 'Talking with Communities' is established as an effective forum for the Council and other multi-agency groups working with the Council to consult with the BME communities on local services. Further information is available on the Council's website using the following link:

<http://consultation.hartlepool.gov.uk/inovem/consult.ti/talkingwithcommunities/consultation>

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

We will continue to:

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

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

2. Council Wide achievements in 2006-07

- 2.1 The Talking with Communities initiative is now an established forum for consulting with the BME communities with its own website (<http://consultation.hartlepool.gov.uk/inovem/consult.ti/talkingwithcommunities/consultationHome>)
- 2.2 Accessibility improvements made to the council website which is now World Wide Web Consortium (W3C) AA compliant, Brow sealoud is installed and welcome information is provided in 8 main community languages.
- 2.3 Departments are incorporating the three new Equality Standard strands (Age, Sexual Orientation and Religion & Belief) in their equality and diversity work.
- 2.4 Review of HR policies, development of a new HR policy in relation to working beyond age 65 and training of managers in response to the new age regulations which came into effect on 1st October 2006.
- 2.5 Launch of a web based Diversity in the Workplace training course for employees tailored to the Council and signposted to relevant Council's policies and procedures.
- 2.6 Consultation with disabled people and groups representing disabled people in relation to the formation and implementation of the Disability Equality Scheme and action plan in order to meet the requirements of the Disability Discrimination Act 2005.
- 2.7 Establishment of structures to consult with LGBT (Lesbian, Gay, Bi-sexual and Transsexual) people.
- 2.8 Diversity Steering Group Action Plan is planned to be included within the Performance Management Database
- 2.9 Corporate guidance developed and implemented detailing how equality is to be integrated into service planning (including setting targets based on equality objectives).
- 2.10 Draft of Corporate Access (physical access, access to services, access to information, access to transport, access to education and access to employment) strategy is developed.
- 2.11 Equality issues mainstreamed into the Council's Procurement arrangements.

- 2.12 Revised corporate guidance on undertaking INRA's and DIA's (retrospective and predictive impact assessments) developed and implemented.
- 2.13 Following consultation Gender Equality Scheme with action plans implemented to meet with the requirements of the Equality Act legislation.
- 2.14 Peer review on the Equality Standard for local government by I&DeA/DIALOG was undertaken and the Council's declaration in achieving level 2 of the standard was confirmed.
- 2.15 CPA report highlights the progress made in Diversity areas.
 - The Council is engaging well with minority communities to identify their priorities. It has long-standing consultation arrangements with disabled people and new arrangements for consultation with the lesbian and gay community; it responds well to the needs of these groups. It is making new efforts to reach minority ethnic communities through its successful Talking with Communities initiative and is taking action to respond to needs arising from these consultations.
 - The Council is taking concerted action to improve its arrangements for equality and diversity. It has achieved level 2 of the Equality Standard for Local Government. A cross-departmental officer group is progressing a thorough action plan for the achievement of Level 3 in early 2008. Departments have equality and diversity objectives and action plans and are carrying out impact assessments.
 - The performance management framework ensures that there is a strong link from the Community Strategy aims through the Corporate Plan to departmental plans, and from those to service plans and individual staff development and appraisal. Departmental and service plans are written to good corporate guidance which has become increasingly comprehensive in its approach, most recently adding risk management and equality and diversity to the service planning framework.
- 2.16 Continued progress towards achieving Level 3 of the Equality Standard
- 2.17 Improvement of Council's performance in implementing the Duty to Promote Race Equality (BVPI 2b)
- 2.18 Significant improvements in the number of employees from a) ethnic minority communities and b) who have declared a disability.

3. What we intend to do in the coming year:

- 3.1 Work towards achieving Level 3 of the Equality Standard by March 2008.
- 3.2 Prepare for External Validation process
- 3.3 Review and implement Race and Diversity scheme for the next three years.
- 3.4 Implement the Diversity Steering Group Action Plan that has incorporated actions from Race, Disability and Gender Equality Schemes.

- 3.5 Continue to develop service planning and performance management arrangements
- 3.6 Develop and improve the effectiveness of the overview and scrutiny process
- 3.7 Implement Pay and grading and single status arrangements.
- 3.8 Publish Annual Race & Diversity Report 2007-08.

4. Departmental Progress and Plans

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

4.1 Chief Executive's Department

Introduction:

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

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

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

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

The key Diversity achievements of the department are:

- Significant progress has been made on establishing effective community consultation mechanisms and undertaking consultation to listen to the needs of minority communities.
- Further steps were taken to improve public access to services and information. The redesigned Civic Centre reception area reopened in March 2007 with improvements to increase accessibility. In addition the Council's website was improved to make it AA compliant, provide information in a variety of languages and read web pages aloud.
- Significant progress has been made to ensure pay and conditions of employees from April 2007 will be fair.

Diversity Objectives set 2006/07	Progress made
CORPORATE STRATEGY	
Continue to promote the use of best consultation practice to improve the Council's understanding of communities	<p>Talking with Communities group continues to meet on a regular basis. The All Ability Forum and LGBT groups are developing and providing valuable feedback to the Council.</p> <p>The Corporate consultation group meets regularly. Talking with Communities, LGBT group and All Ability Forum are promoted as avenues for consultation.</p> <p>The requirement for community engagement is formally considered as part of the scoping of Scrutiny inquiries by the Council's Scrutiny Forums</p>
Continue work on improvements to ensure complaints by the public are dealt with satisfactorily	<p>The Corporate Complaints procedure was revised. Departmental procedures are being revised. The revised procedure emphasises communications, so people are aware of people's diverse needs when dealing with complaints e.g. access to interpreter.</p> <p>The website information relating to complaints has been updated and monitoring of complaints to learn lessons is undertaken by Councillors.</p>
Take steps to improve availability and access to information for the public	<ul style="list-style-type: none"> • The Council website (http://www.hartlepool.gov.uk/site/index.php) is AA compliant, has Browserload installed (a facility to read aloud web pages) and information available in a number of languages. • All agendas, reports and decision records/minutes from formal Councillor meetings are available on the internet and in alternative formats (see http://www.hartlepool.gov.uk/site/scripts/meetings_index.php) • Venues of meetings, such as Neighbourhood Forums, are rotated to try and encourage attendance from different communities. • Redesign of Hartbeat (the Council's community magazine delivered to all households) with aims to keep English simple, promotion of availability of alternative formats e.g. large print version available, disc version provided for Braille production with Welfare for Blind. It is also available on the website http://www.hartlepool.gov.uk/site/scripts/documents_info.php?documentID=747

Diversity Objectives set 2006/07	Progress made
FINANCE DIVISION	
Continue to consult with public to ensure services meet their needs.	<p>A number of groups were consulted about the Council's budget for 2007/8, the financial outlook for next two years, spending priorities for the next 3 years and suggestions for ways the Council could save money. The groups consulted included the All Ability Forum, 50+ Forum, Talking with Communities, Hartlepool Deaf Centre and Revenues and Benefits Customer Panel.</p> <p>Further surveys asking of ways to improve the council tax collection and benefits service were completed. The survey was predominantly completed by working age customers with only 14% completed by those customers >60. 60% of our customer-base were happy with our opening times, 79% agreed that we provide an excellent service and 93% agreed that staff were fair & sensitive.</p> <p>Two meetings with Revenues and Benefits Customer Panel, predominantly elderly and disabled people were held in July 2006 and January 2007. We discussed the impact of the Contact Centre, community engagement and maximising benefits for the carers & disabled.</p> <p>The Revenues and Benefits Team also undertook community work with the newly created Disability Information Resource Centre based within the borough. Support was provided at their launch, training provided on Revenues and Benefits and a partnership promotional event was held in the community May 2006 attended by over 150 people.</p>
HUMAN RESOURCES	
Improve physical access to services through the refurbishment of the Civic Centre reception area and reviews of locations used for ward surgeries and polling stations	<p>The Civic Centre reception area has been completely redesigned. The Contact Centre front office is now complete and opened in March 2007. A Diversity Impact Assessment of the reception roll out programme has been completed.</p> <p>A review of ward surgery premises was completed and a report produced to setting out actions to be taken.</p> <p>A review of access to polling stations and voting arrangements was planned for 2006/7. Changes resulting from the electoral registration bill have meant that this needs to be delayed to Summer 2007. This is carried forward for completion in 2007/08.</p>

Diversity Objectives set 2006/07	Progress made
Improve customer service for authority regardless of point of contact	<p>The Customer Strategy and Charter have now been rolled out across the council. For more information see http://www.hartlepool.gov.uk/downloads/Customer_Charter_-_FINAL.doc</p> <p>A Diversity Impact Assessment of the roll out customer charter has been completed.</p>
Audit of supply register for casual staff	An INRA has been undertaken and actions identified. A monitoring form has been developed and is being used.
Review elements of recruitment policy	Completed review of schools recruitment policy.
<p>Equal Pay Audit in respect of pay and non-pay allowances, disharmony between conditions of service, bonus and other productivity payments</p> <p>Job Evaluation, Pay & Grading review, revised Pay & Grading Structure implemented 1.4.07</p>	<p>Equal Pay Audit undertaken and findings reported to the "Bridging the Gap" group consisting of officers and trade union officials. The information is being used to develop the pay and grading structure – see below).</p> <p>Implementation delayed but effective date will be 1 April 2007.</p>
LEGAL	
Take steps to improve availability and access to information for the public	Preparatory work has started on a review of the Council's Publication Scheme required by the Freedom of Information Act with a view to making a significant amount of information available without waiting for anyone to specifically request it. The review will now take place in 2007/8 and in accordance with deadline set by the Information Commissioner responsible for regulation of Freedom of Information Act 2000.

Key Diversity Objectives and targets set for 2007/08

Department wide
Support the Council's progress to achieve Level 3 of the Equality Standard
Corporate Strategy
Continue to promote the use of best consultation practice to improve the Council's understanding of communities Take further steps to improve availability and access to information for the public
Finance
Continue partnership work with Pension service promoting benefit take-up Continue to promote the use of best consultation practice to improve the Council's understanding of communities Take further steps to improve availability and access to information for the public
Human Resources
Improvements in Recruitment arrangements
Improvements in Employee Disability and Ethnicity workforce profile
Develop the Equality and Diversity Skills of Elected Members
Implement 'equality proof' pay and grading structure
Implement Leavers Exit Monitoring arrangements and monitor turnover of employees
Improvements to single access point via contact centre
Legal
Review and update accessibility of information to the community to ensure that the community as a whole are aware of the rights of access to information Implement requirements of Electoral Admin Bill

The department has undertaken 18 INRAs and 2 DIAs.

For further information on these please contact Peter Turner (01429 523648 or peter.turner@hartlepool.gov.uk).

4.2 Regeneration and Planning Services

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

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

Community Safety and Prevention	Community Strategy	Housing	Planning and Economic Development	Regeneration	Support Services
<ul style="list-style-type: none"> • Anti Social Behaviour Unit • Community Safety • Youth Offending • Drug Intervention 	Community Strategy	<ul style="list-style-type: none"> • Housing Advice Team • Private Sector Housing • Strategic Housing 	<ul style="list-style-type: none"> • Building Control • Development Control • Economic Development • Landscape Planning and Conservation 	Urban Policy	<ul style="list-style-type: none"> • Administration • Finance and • Performance • Service Development •

The key Diversity achievements of the department are:

- Speakerphones installed in Bryan Hanson House conference rooms for use with Language Line.
- Extensive use of various translation services to assist people in finding employment and training courses, production of leaflets, letters and audiotapes.
- Economic Development held various awareness raising seminars for employers on employment legislation, age discrimination, recruitment and managing absence.
- Support and advice given to Lesbian, Gay, Bi-Sexual, Transgender support group with recruitment of lesbian/bi-sexual support worker and employment practices.
- Hartlepool Working Solutions team secured employment for 18 disabled people through the Progression to Work Scheme.
- Racially Motivated Incident Policy drafted by Anti-Social Behaviour Unit
- Extensive work undertaken to mainstream and raise awareness of Section 17 of the Crime and Disorder Act.
- Multi-Agency Domestic Violence Officer group established and led by Crime & Disorder Co-ordinator.
- Departmental representatives attended Talking with Communities to talk about planning and conservation within the town and racially motivated incidents.
- Design and Access Statements guidance added to Development Control webpage.
- First Draft of the Community Strategy Review produced (including translation statements).
- Adoption of the Statement of Community Involvement (SCI).

Diversity Objectives set 2006/07	Progress made
Community Safety and Prevention Division Contact: Nicholas Stone	
Carry out Impact Needs Requirement Assessments (INRAs) for each service area and any Diversity Impact Assessments (DIAs) required.	The recent review of the INRA process changed the way in which the department decided to undertake future assessments and divisional service areas were amalgamated into one. In March 2007 a new Community Safety and Prevention INRA was carried out.
Set Best Value Performance Indicator (BVPI) 174 and 175 targets.	BVPI 174 target was revised upwards from the previous year to 59 in light of actual performance. BVPI 175 target was set at 98.
Create, disseminate and publicise Racially Motivated Incident (RMI) strategy: <ul style="list-style-type: none"> • Review Draft RMI Policy. • Produce RMI articles for publication • Publish RMI information on website and promote via leaflet and poster campaign 	Draft RMI policy was produced and circulated to various groups for consultation. A leaflets and posters campaign was undertaken and presentations to the police and various community forums were made. RMI Information was posted on the Hartlepool Borough Council and Safer Hartlepool websites, further development of which is planned to include even more information.
Community Strategy Division Contact: John Potts	
Review the Community Strategy	The Hartlepool Partnership Annual Event was held in May. The first draft of the review was produced and consulted upon. Preparation of the final version has been delayed due to the need to carry out a full Strategic Environmental Assessment. This has also delayed the undertaking of the DIA.
Planning and Economic Development Division Contact: Stuart Green	
Allocate 2006/07 fund contribution to Hartlepool Access Group (HAG) from Planning Delivery Grant (PDG). Review Development Control Customer Charter and publish on website.	£10,000 of PDG was allocated to HAG. Review taken place. Charter needs to be adapted to take into account the new Statement of Community Involvement before being published on the web.
Market improved service access via e-planning service developments.	E-planning services have been successfully marketed through various media publications,

	forums and informal enquiry responses. Hartlepool is now one of the highest performing Councils within the country for receiving planning applications on line.
Establish 3 year access audit programme to promote good practice in Accessibility for All to all local authority buildings and schools throughout the borough.	Year 1 building audits have been prioritised and established. Years 2 and 3 are in the process of being prepared.
Complete audits identified in Year 1 of the programme.	All audits identified in year 1 have been completed.
Enforce the Building Regulation standards on disabled access to new build and extensions in the borough.	Standards have been enforced by following the general guidance in approved Document M of the Building Regulations.
Assist in the development of the corporate access policy and promote good practice in Accessibility for All to all local authority buildings and schools throughout the borough.	Building Control is represented on the Diversity Steering Sub-Group 3 is responsible for preparing an Access to Buildings policy which will feed into the overall corporate Access Strategy being developed by the Diversity Steering Group (DSG).
Assist clients in the production/ appraisal of access statements.	Clients seeking planning and building regulation approval have been assisted in preparing Design and Access Statements to ensure development control and building regulation compliance.
Publicise the Building Control service and improve	The building control service has been advertised in Hartbeat and the Hartlepool Mail and is to be more widely marketed during 2007/08.
Support local residents with disabilities and health problems through the Progression to Work Scheme.	18 jobs have been created through the Progression to Work Scheme for residents on incapacity benefit.

Key Diversity Objectives and targets set for 2007/08

Community Safety and Prevention Division

- Promote tolerance and reassurance amongst young and older people by intergenerational activities.
- Increase knowledge of drug services amongst visually impaired and hard of hearing, by presentation to local groups and improved signage at
- Drugs Centre By October 2007.
- Analyse Drugs Intervention Requirement web stats to identify % of users with various religious beliefs, different racial groups and sexual orientation by March 2008.
- Organise training session for all staff in Division, focused on community safety aspects of diversity by October 2007.
- Carry out DIAs on policy for dealing with RMI's, Anti-Social Behaviour Strategy and Domestic Violence Strategy by March 2008.

Community Strategy and Regeneration

- Provide a variety of methods, venues and times of consultation to ensure inclusiveness and make additional efforts to ensure specific age groups, disabled people, religious beliefs and social groups are involved.
- Undertake DIAs on future updated NAPs - Rift House/Burn Valley, Owton, Rossmere, as well as second draft Community Strategy by March 2008.
- Consult with Talking with Communities group by September 2007.
- Co-ordinate/monitor implementation of the Strengthening Communities Best Value Review Strategic Improvement Plan by March 2008.

Economic Development

- Implement an Access Audit for the Tees Valley visitor market through Visit Tees Valley Area Tourism Partnership from April 2007.
- Continue to target specific groups through business workshops and training.
- Developing and implementing a Youth Strategy for employment and skills through delivery of targeted assistance commencing April 2007.
- Continue to support local residents with disabilities and health problems through the Progression to Work scheme.

Housing

- Monitor the impact of introducing renewal assistance loans on the ability of older persons to secure essential works on a quarterly basis.
- Investigate the take-up of energy efficiency measures by ethnic groups and, if necessary, prepare an awareness programme by September 2007.
- Review the enforcement policy for unauthorised gypsy/traveller encampments in conjunction with other departments/agencies by December 2007.
- Implement Joint Allocation policy with Hartlepool Housing and Bond Guarantee Scheme for difficult to house clients in the private sector by May 2007.
- Undertake Diversity Impact Assessment on Joint Allocation Policy by September 2007.
- Develop customer satisfaction survey within Housing Advice service to include question on sexual orientation.
- Promote Housing Advice service through Talking with Communities and Salaam Centre by August 2007.

Planning

- Develop strategy and action plans to work with partners to meet the identified housing needs of particular age groups.
- Implement three-year access audit programme to promote good practice in accessibility for all to all local authority buildings with public access and schools throughout the borough.
- Ensure compliance with Local Plan Access for All policy in determining planning applications.
- Adopt the corporate e-consultation system for the statutory consultation periods in the preparation of the Hartlepool Local Development Framework.

The department has undertaken 5 INRAs and 4 DIA's. For further information on these please contact: Michelle Thubron on 523577 or e-mail michelle.thubron@hartlepool.gov.uk

4.3 Children's Services

Introduction: Children's Services has four divisions within it, the responsibility for the Every Child Matters outcomes are divided between three of them.

Performance and Achievement division is responsible for 'Enjoy and Achieve' and 'Economic Well-being'.

Safeguarding and Specialist Services division is responsible for 'Be Healthy' and 'Stay Safe'. Planning and Service Integration division is responsible for 'Make a Positive Contribution'. Resources and Support Services is responsible for budget, schools places and admissions, data, administrative functions and commissioning and review . .

Performance & Achievement	Safeguarding & Specialist Services	Planning & Service Integration	Resources & Support Services
<ul style="list-style-type: none"> Responsibility for two of the five outcomes for children: "Enjoy and Achieve" and "Economic Well-Being". School improvement – monitoring, challenge and support. Curriculum development and enrichment. Regeneration. Workforce development. Performance management and self-evaluation. 	<ul style="list-style-type: none"> Responsible for two of the five outcomes for children: "Be Healthy" and "Stay Safe". Services to children in need, particularly children who are in need of protection or care or have a disability: Family Support Services – children under 11 years and of all ages with a disability. Young People's Service – children and young people over 11 years – leaving foster care, fostering and adoption. Safeguarding and Review – Local Safeguarding Children Board and child protection. 	<ul style="list-style-type: none"> Responsibility for one of the five outcomes for children: "Make a Positive Contribution". Extended school and Children's Centre development. Sure Start Team (Including Play). Special Educational Needs, Educational Psychology, Acom Team. Youth Service and Connexions. Children's Fund Children and Young People's Plan. Access to Learning (A2L). Information Sharing & Assessment (ISA). 	<ul style="list-style-type: none"> Children's Services budget. Planning provision of school places and admissions. ICT and performance data management. A wide range of administrative and pupil support functions. Commissioning and Review

The key Diversity achievements of the department are:

- Good opportunities for children with Learning Difficulties and Disabilities
- Vulnerable children and young people are safeguarded well in Hartlepool
- Good support for vulnerable pupils who achieve well
- Needs of BME groups and travellers are addressed well
- Families and children in need of support and children at risk are well supported
- Children from BME groups, LAC and children with SEN make good progress
- Initial work to challenge and support anti-racism is a model of good practice
- Priorities clearly reflect the consultation with children and young people, parents and carers.

Diversity Objectives set 2006/07	Progress made
To ensure children with a disability (less than 5yrs old), once diagnosed, have effective multi-agency co-ordination of their care.	A Care Co-ordinator is now in place and all families are offered care coordination. The age range has been extended to eighteen years.
Enable parents of children with a disability to commission services to meet their identified needs	Direct payments demonstrate a year on year increase in uptake. Parents routinely receive information. Enquiries are ongoing in relation to "In Control".
Continue to raise awareness in relation to the social inclusion agenda for children with disabilities into mainstream leisure activities	The needs of children with disabilities to have fair and equal access to leisure pursuits is highlighted within the Local Authority's Play Strategy, (draft), the Strategy for Children's Centres and Extended Schools and the Learning Difficulties and Disabilities Strategy. JAR noted good opportunities for children with LDD.
Ensure all children who are 'looked after' have the opportunity to participate in their 'looked after' review	Independent Reviewing Officers and social workers have implemented new strategies to improve participation in reviews. Viewpoint and specialist software (Widgit) has been purchased and work is ongoing in relation to baseline assessments to enable LAC (including those with communication and or learning difficulties or those with complex needs) to participate.
Revise and launch updated child protection procedures	Hartlepool Local Children's Safeguarding Board has produced local multi-agency procedures in line with Working Together and associated government guidelines.

	The procedures have been launched and are available to professionals and the public via the Hartlepool website and CD-Rom.
Provide support to the most vulnerable groups of young people, in terms of their personal and social development	Social Inclusion Strategy team work with schools to ensure that all children's needs are met
The provision of services aimed at preventing children and young people being socially excluded as a consequence of poverty, crime or family situation	In addition to local authority support for children and young people partnership working through Hartlepool Intervention Project (HIP), Youth Inclusion Project (YIP) and Family Intervention Project (FIP).
Make equality and diversity training available to school employees	Team managers highlight corporate training via team meetings

Key Diversity Objectives and targets set for 2007/08

1. Work with schools and other agencies to ensure that children and young people from black and minority ethnic communities, travellers, asylum seekers and refugees have access to services and the needs of all children growing up in a diverse society are met.
2. Increase the number and range of foster and adoptive placements to meet local needs
3. Reduce the number of placement moves for looked after children and increase the stability of placements
4. Implement the Building Schools for the Future project plan for 2007/08
5. Challenge and support schools in targeting vulnerable children and young people for additional intervention and support so that they achieve in line with or better than expected levels
<p>6. Ensure all children and families have access to high quality childcare and integrated services through Children's Centres and Extended Schools and the Play Strategy</p> <p>In relation to Sure Start, Extended Schools and Early Years the following have been highlighted as diversity issues to be addressed</p> <ul style="list-style-type: none"> • Continuing to promote childcare as an option for men - looking at literature (is it men friendly?), setting up specific workshops for men • Looking at the Children's Information Service and other info given to the public in relation to languages and other types of print
7. Ensure that all children and young people from vulnerable groups (learning difficulties / disabilities (LDD), black ethnic minority (BME), travellers, asylum seeker and refugee communities) have the opportunity to gain full access to services and have a role in service development
8. Connexions service works with other teams and agencies to achieve NEET (not in education employment or training) targets agreed with Government Office North East

9. Raise the aspirations of vulnerable children and young people in Hartlepool
10. Improve joint commissioning and contracting arrangements in relation to out of authority placements for looked after children
11. Work with key partners to improve the provision of occupational therapy and speech and language therapy services
12. Children's Services Departmental Diversity Working group to ensure that INRA's and DIA's are completed on plans and policies and ensures there is full access to services by children from black and minority ethnic communities, travellers, asylum seekers and refugees.
13. Early Intervention: Identify vulnerable groups e.g. disabled children, black and minority ethnic children (BME), looked after children (LAC), and ensure service delivery is adapted accordingly and promotes equality of access for all service users e.g. by including specific reference to disabled children and disabled parents within the Parenting Strategy
14. Contribute to strategies to reduce child poverty

The departments have undertaken 4 INRA's and 10 DIA's. For further information on these please contact Sue Everton Tel no: 284237 or e-mail: sue.everton@hartlepool.gov.uk

4.4 Neighbourhood Services

Introduction:

Neighbourhood Services consists of six divisions which are as follows:

Neighbourhood Management	Technical Services	Public Protection	Procurement and Property	Finance & Business Development	Emergency Planning
Horticultural and Street Cleansing, Waste management, School catering, Highways, Services and Neighbourhood Action. It also includes a Neighbourhood Management service which involves community engagement, consultation and local provision of services	Transport Services, Engineering Consultancy and Transportation and Traffic. Their aim is to ensure that highways, transportation and civil engineering services are delivered within the Borough of Hartlepool.	Consumer Services and Environment Standards Aims to protect and enhance the well being of Hartlepool people by effective application of Public Protection legislation and education.	Estates and Asset Management, Building Consultancy, Building Management and Maintenance and Logistics. Their aim is to ensure the Council makes best use of its land and property assets in terms of service delivery, accessibility and financial return.	Front line services, Admin and ICT support to the department	ensures that appropriate levels and standards of resilience and civil protection are in place for a wide range of emergencies across the Tees Valley

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

Key Diversity achievements of the Department are:

- Improved access to Stranton Nursery
- Increase in disabled parking bays within refurbishment scheme
- All pedestrian crossings have either sound or swivel cones
- Proposal that all public toilets comply with the Disability Discrimination Act has been agreed by cabinet.
- In all correspondence with the public, we offer a service to translate the document into any language.
- Following Talking with Communities Consultation, Fruit and veg bag scheme is now offered to all in the community.
- Equality clause is now included in building management and maintenance contracts.

Diversity Objectives set 2006/07	Progress made
Complete equality and diversity training as identified in Workforce Development Plan	New e-learning course available, piloted by divisional reps and other key members of staff. Improvement group set up to look into best ways of delivering training to all sections of Neighbourhood Services.
Neighbourhood Management	
Issue revised contract specification	Re-tendered multi material kerbside collection service. Working alongside other Tees Valley Local authorities to include equality guidance into collection service contracts.
Carry out review of consultation methods	Review carried out with Recycling Team and Service Development. Consultation are now recorded and team aware of various consultation forums.
Technical Services	
Every pupil in year 3 age group to receive pedestrian training and every year 6 age group pupil to get the opportunity to be trained in Practical Cycle Training	All Year 3 children receive pedestrian training – scheme completed and numbers exceeded for 2006/7. Cycle training scheme completed 2006/7 – numbers trained exceeded target. Target 550, completed over 600. Under 16 casualties investigated. Highest risk areas receive additional road safety training delivered in 6 additional schools. Additional adult training delivered to Police Community Support Officers. Road Safety Plan completed and used to identify opportunities for education, training and publicity action. Fire, Personal and Road Safety Handbooks published in different languages and are available in Sure Start Central and schools.
Public Protection	
Attend Consultation on Cemeteries and Crematoriums	Attended Talking with Communities consultation alongside local undertakers. Leaflets, contact numbers and advice given. Each funeral dealt with on individual basis. Team can be contacted at any time.
Procurement and Property Services	
Evidence of equality issues included in contracts	Equality clause included in Building management and Maintenance contracts
Deliver building access policy via DSG sub group 3	Building Access policy now being received within Council's overall access policy development.

Key Diversity Objectives and targets set for 2007/08

Cross Cutting
<ul style="list-style-type: none"> • Agree and carry out DIA programme (actions to be included in 2008/2009 service plans) • Agree and carry out INRA programme
Neighbourhood management
<ul style="list-style-type: none"> • Review job advertisements for building cleaning • Improve soft landscape areas to alleviate the fear of crime and reduce anti social behaviour • To consult with Talking With Communities on all services provided at Stranton Nursery. Also to consult on pictorial calling cards • Review internal procedures to ensure that procedures accommodate vulnerable groups in accordance with relevant legislative guidelines. • Ensure all staff are aware of relevant legislative and corporate guidelines aimed at protecting vulnerable groups through team briefings. • Ensure effective publicity campaigns prior to enforcement action/initiatives commencing – attend Talking with Communities/all ability forum consultations to determine how best to communicate this information • Investigate possible exclusion issues of Neighbourhood Forum meetings regarding diversity – look into targeting groups with improved communication methods • Introduce a system to provide assistance to those residents in need of help with bulky waste collection. Consult with organisations that can provide assistance for residents and enter into contract.
Technical Services
<ul style="list-style-type: none"> • Dial a ride user group to be established • Raise awareness of community transport services with carers through day service consultation process. • Review unmet transport needs for people with disabilities. • Attend relevant consultation process where community transport may be an issue. • Attend 'Talking with Communities' consultation group to discuss road safety issues • Deliver 20mph zones outside schools • Number of disabled parking bays to be increased as and when new refurbishment programmes are implemented. • Multi language details to be included in consultation documentation.
Public Protection
<ul style="list-style-type: none"> • Equality monitoring questions to be included on noise monitoring and evaluation forms • Evaluate the effectiveness of current hackney carriage / private hire vehicles licensing policy in relation to disabled access • Review consumer advice leaflets and translation requirements • Review leaflets and translation requirements for enforcement services. • Alternative access to Spion Kop to be considered. • Raise staff awareness of communication methods. • Food team to consult on impact on BME groups.

Property & Procurement
<ul style="list-style-type: none"> • Ensure that all Building Consultancy officers have had corporate diversity and equality training. • Include diversity training into the induction for catering staff. • Include diversity training into the induction for building cleaning staff. • Complaints procedure information is included in original terms letter to all new lessees.
Emergency Planning
<ul style="list-style-type: none"> • Investigate alternate ways of identifying and informing hearing impaired persons of ongoing incident • Continue work with the Cleveland Multi-Faith; work with key community leaders to provide advice and assistance • Work with advocacy groups to identify alternate methods of contact

The department has undertaken 17 INRAs and 4 DIA's in 2006-2007. For further information on these please contact: Lynne Huskinson on extension 4125 or e-mail lynne.huskinson@hartlepool.gov.uk

4.5 Adult & Community Services

Introduction: Adult and Community Services comprises of three divisions: Adult Social Care, Community Services and Support Services

Each division is split into sections as follows:

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

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

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

Community Services includes :

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

Key Diversity Achievements

1. An Accessible Information Officer appointed to ensure public information, minutes and agendas for relevant groups are in an easy access format.
2. Revised directory of interpreters and translation service produced
3. Improvement of staff understanding and knowledge of equality and diversity issues by raising awareness and providing training to ensure that services are culturally sensitive and are able to respond flexibly to the diverse needs of the older people and their carers.
4. Better signage in Central Library, particularly for those with visual impairment. This has been extended to reference library and public access to computers signage in different languages displayed in libraries. There has also been an increased stock of non English Language books in library
5. Appointment of Community Multi-skill Sports Coach to work with referred clients taking part in the drugs intervention programme.
6. Encouragement of people with disabilities and special needs into mainstream activities
7. Working towards “Count Me In” service accreditation – scheme offered by English Federation of Disability Sport (EFDS).
8. Launch of Café at Summerhill Country Park run by Havelock Day Centre (people with a disability)
9. Completion of the Rights of Way Improvement Plan to consultation stage.
10. Front Covers of all Adult Social Care Publications have title in 8 languages
11. Increased amount of in-class support for learners.
12. Production of 5 new publications in Easy Read format and audio tape items have been updated. Key Adult Care publications have been produced in 8 languages and the Adult Care Public Information Order Form is produced in 8 languages
13. Additionally all Supporting People leaflets are available in a range of community languages. Supporting People public information is available in a wide range of formats including braille, audio, Easy Read and Large print
14. Working with the Teeswide Gypsies and Travellers Group to develop a protocol to help assess support needs of Gypsies and Travellers. Also amended the Housing Aid Supporting People contract to deal with this work.

Diversity Objectives set 06/07	Progress made
Adult Social Care Contact: Ewen Weir	
Accessible Information Officer appointed	Appointed to Post. An index of accessible documents has been produced, with dates in for regular review (doc Control) Information on Portal being updated, public information leaflets, minutes, leaflets are accessible
Learning Disability Partnership Board Restructure	Partnership Board has been restructured, venue is accessible information is presented in accessible format and service user involvement has increased.
Business Planning outcomes & impact on Diversity	Diversity Impact assessments included in the business planning process and completed for the LD commissioning strategy.
Uptake of direct Payments	Delivered awareness raising sessions across carers groups, MIND, Age concern, BME groups and uptake is captured on Gender, Ethnicity, age. Information in a variety of formats including Accessible information for people with Learning Disabilities.
Completion of Older People's strategy and implementation of action plan	Action plan completed October 2006 Action Plan updated February 2007
Community Services Contact: John Mennear	
Libraries Contact: Graham Jarritt	
2006-7. To consult with users whose first language is not English to improve and expand stock and availability of non-English language books and materials	Attendance at Talking with Communities forum. Acquisition of stock available for loan in languages other than English. Response to individual requests for specific language materials eg Dual language Korean/English materials
2006-7 To explore scope for the extension of reader development activity through vehicle delivered services	Some people receiving home library service expressed interest in joining a reading group. It will be necessary to seek funding (direct payments?) to enable this
Sport and Recreation Contact: Pat Usher	
2006-7. To ensure through effective partnerships access to a wide range of affordable high quality sporting and	<ul style="list-style-type: none"> Self guided walks literature made available in large print. Visually impaired service users included

recreational opportunities that satisfy community needs.	<p>in walks programme</p> <ul style="list-style-type: none"> • Specific disability walks group established & walking regularly • Boccia court markings completed at the Headland Sports Hall • Leisure Centre User survey repeated 2006 • Community Centre consultation – View point 1000 in 2006 • Majority of staff in service undertaken diversity/equality training via EFDS • Active partners within Tees Valley BME Sports Forum • GP Referral Programme expanded to include referrals via Hartlepool MIND. • Community Sports Coach partnership with Drugs Intervention Team to provide a range of activities and opportunities to referred clients.
Parks and Countryside Contact: Andrew Pearson	
Include multi-language addition to information on events and on leaflets	Multi-language information is now included on the 3-month events leaflet and will be incorporated into future publications. Summerhill is part of the 'Language Line' initiative
Establish direct contact with the 'Talking with Communities' initiative considering issues in the local countryside.	Parks and Countryside team spoke to the 'Talking with Communities' meeting in November. Initiatives are being advanced as a result of this meeting.
Rights of Way (Access for All)	<ul style="list-style-type: none"> • Started to create an Access for All circular routes around Greatham Parish. Board Walk completed as first phase of project. Next phase includes replacement and improvements to countryside furniture (stiles, gates etc), improved access from Egerton Terrace. • Access Audit of the Public Rights of Way (1st Stage) completed. Three initial areas have been audited. They comprise of the most regularly used paths - Summerhill, Greatham, Dalton Piercy/Elwick Areas. Audit carried out by Hartlepool Access Group - December 2006
Launch a café facility at Summerhill in conjunction with the Havelock Day Centre	Café launched in April. Catering to the public provided by service users was provided through the summer. Café

	operating under the trading name of 'Summerhill Tea Shop'. Additionally the Summerhill Tea Shop has been able to provide catering for meetings at Summerhill.
Work with the Havelock Day Centre to develop a social enterprise garden centre project	Some support given to the Havelock in relation to this project although the initial idea of setting something up at Summerhill is not feasible.
Continue to develop Countryside Volunteers Service (Via HVDA and Mental Health Service Providers)	The volunteers worked 275 days over the last 12 months. Recruitment of new volunteers is ongoing.
Adult Education Contact: Maggie Heaps	
Increase type of support offered	Wider programme of support available, particularly in class
Annual Review of delivery options	Completed October 2006
Staff Development programme	Completed December 2006
Increased services on-line	On-line enrolment operational and new VLE operational
Audit of available services Support Services Contact: Alan Dobby	Completed October 2006
Supporting People Contact: Pam Twells	
Client record data monitors ethnic origin of people living in supported accommodation	Analyse client record data to better inform trends – ongoing
Update/progress recommendation in the Supported Living Option for Older Peoples report	Ongoing
Anticipate future change by carrying out research to ensure changing trends are addressed	Housing Needs Assessment is in progress and analysis will be available in April 2007.
Ensure effective consultation with all groups	Supporting People members of Teeswide Gypsy and Travellers Group.
(Cont'd) Ensure effective consultation with all groups	Timetabled consultation with lesbian, gay, bisexual transgender, 50+ forum regularly consulted. All Abilities Forum. Representation on LD Partnership Board, MH LIT, Older Persons LIT
Link with Diversity Officer to identify hard to reach backgrounds and arrange appropriate consultation	All public information updated and revised including leaflets Diversity Officer now on Supporting People Partnership Board Service Review /Contract Monitoring processes include service user involvement

Key Diversity Objectives and targets set for 2007/2008

Adult Services Division

Disabilities

- Update ESAT documentation and collate supporting evidence for level 3
- Ensure DIA & INRA training is refreshed to team managers
- Identify key people responsible for updating policy and reviewing DIA's
- Older People
- Update of Older People's Strategy Action plan – May 2007 then quarterly, reporting to Older People' Local Implementation Team and to 50+ Forum
- Increase awareness of Older People's strategy, especially within BME and LGBT communities during 2007 – 08

Community Services Division

Libraries

- To work with Adult Services to source funding (direct payments?) to deliver reading group for people who receive vehicle delivered library services
- To hold the 'Made in Britain' promotion of African, Caribbean and Asian literature in the library
- To hold a reading group for people with Mental Health issues and to work providing reading and literature services at Sandwell Court
- To develop reading and literacy services to people suffering from Alzheimer's disease
- To work with NDC in developing the Connecting Cultures project

Sport and Recreation

- To consult with users whose first language is not English to improve and expand range and availability of services
- To gain EFDS "Count me In" service accreditation
- To develop a football tournament as part of the Special Olympics programme
- To revise all promotional material to ensure that it is available in a range of accessible formats
- To work with Adult Care to provide a better range of services and activities for older people

Parks and Countryside

- Consolidate the Summerhill Tea Shop café and meeting catering project in conjunction with the Havelock Centre
- Host part of the 2007 Kannada Balaga event at Summerhill
- Stage archery activities at Summerhill as part of the EFDS key sports initiative
- Continue to develop Countryside Volunteer Service linking with HVDA and Mental Health Service Providers
- Conduct a Visitor Survey of all Local Nature Reserves
- Continue to promote the wardens illustrative talks to groups who would

not otherwise benefit from Hartlepool's Countryside Sites

- Ensure that countryside events are accessible to all including wheelchair users and listed in the Wild About Hartlepool Leaflet. This would include promotion of the Forest Mobility Scheme in Summerhill
- To support the development of the Allotment Project at Waverley Allotments involving Service Users and Volunteers for the Integrated Mental Health Service
- To achieve the Green Flag Award for Summerhill
- To work with the Football Development Officer in delivering the Football Development Plan (Specifically Disabled and Women and Girls Football) at Grayfields Recreation Ground.

Adult Education

- Ensure access to a range of accredited learning to allow adults to achieve a national qualification
- Ensure access to a range of learning activities to encourage participation
- Ensure access to a range of support activities to remove barriers to learning
- Provide access to outreach IAG.

Support Services

Supporting People

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

The departments have undertaken 10 INRAs and 11 DIA's. For further information on these please contact: Margaret Hunt on 01429 523928 or e-mail Margaret.hunt@hartlepool.gov.uk

Appendix 1

Departmental Diversity Training April 2006 – March 2007

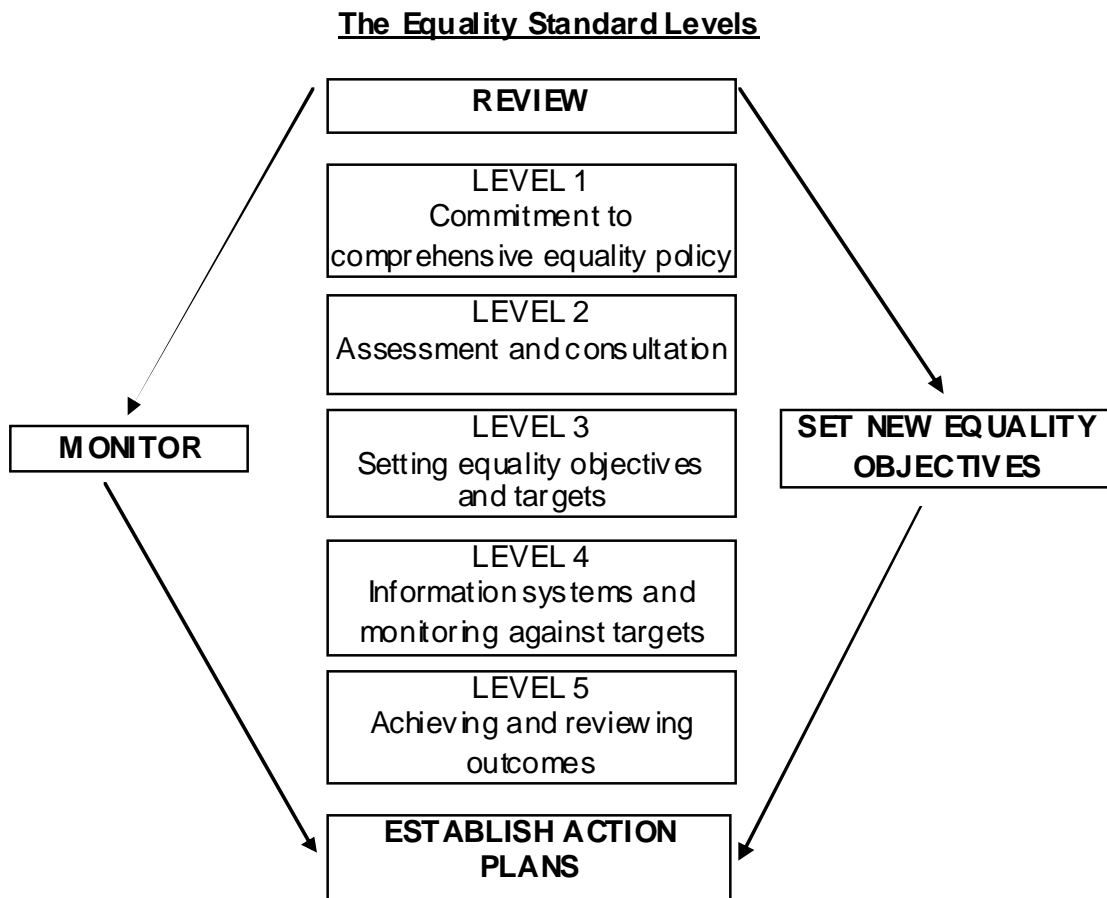
Department	Number of places offered April 05 – March 06	Number of Staff trained
Visual Awareness	45	
Chief Executive's		18
Adult and Community Services		5
Children Services		7
Regeneration & Planning		
Neighbourhood Services		2
INRA Training		
Chief Executive's		24
Regeneration & Planning		17
Children Services		22
Adult and Community Services		34
Neighbourhood Services		49
Elected Member Training Race and Diversity Training	All members invited	10
Diversity Impact Assessment Training	Incorporated into management team meetings and briefings throughout the year	

Induction	158		
Chief Executive's		11	
Adult and Community Services		21	
Children Services		5	
Regeneration & Planning		17	
Neighbourhood Services		30	
Disability Awareness	36		
Chief Executive's		4	
Adult and Community Services		2	
Children Services			
Regeneration & Planning			
Neighbourhood Services		4	
LMDP Modules	1817		
Chief Executive's		215	
Adult and Community Services		263	
Children Services		163	
Regeneration & Planning		107	
Neighbourhood Services		317	
Diversity in the Workplace (e-learning)	1000	Completed course	Registered
Chief Executive's		26	59
Adult and Community Services		17	23
Children Services		12	12
Regeneration & Planning		5	11
Neighbourhood Services		11	18
Conflict Resolution	85		
Chief Executive's		18	
Adult and Community Services			
Children Services		11	
Regeneration & Planning			
Neighbourhood Services		28	

GLOSSARY

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

Appendix C

**Level 1:**

To achieve this an authority must have adopted a comprehensive equality policy that commits it to achieving equality in race, gender and disability.

Level 2:

To achieve this an authority must demonstrate it:

- has engaged an equalities policy impact and needs assessment
- has consulted with designated community, staff and stakeholders
- has engaged in the development of information and monitoring systems
- has formulated an equality action planning process for employment, pay and service delivery
- has started to develop a system of self-assessment, scrutiny and audit

Level 3:

To achieve this level the authority must demonstrate it:

- has completed a full & systematic consultation process outlined in level 2
- has set relevant equality objectives based on impact and needs assessment and aforementioned consultation
- has translated equality objectives into action plans with specific targets
- has begun to develop information and monitoring systems that allow it to assess progress in achieving targets
- has started undertaking action to achieve targets

Level 4:

To achieve this the authority must demonstrate it:

- has developed information and monitoring systems that enable progress in achieving targets to be assessed
- has started to measure progress against targets and is effectively using its information systems to improve performance
- is using monitoring reports at specified intervals and it circulates to designated consultees
- is running monitoring systems that provide useful and relevant information regarding how the organisation is progressing towards specific targets

Level 5:

In order to achieve the highest level the authority must demonstrate its considerable progress in achieving equal employment and service provision with a particular regard to race, gender and disability. It must demonstrate:

- it has achieved the significant targets set at Level 3
- it has reviewed the revised targets, monitoring and consultation systems with designated consultees
- it has initiated more action planning and target setting as a result of progress over the first four levels
- through its achievements it can be illustrated as an example of good practice for other agencies and authorities

Appendix D

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

Key:

DSG Sub Group 1 = Peter Turner (Lead), Carol Davis, Andrew Hagon, Wally Stagg, Vijaya Kotur
DSG Sub Group 2 = Wally Stagg (Lead), Andrew Hagon, Julie Wilson, Vijaya Kotur, Les Nevin, Keith Lucas
DSG Sub Group 3 = Graham Frankland (Lead), Michelle Thubron, Keith Lucas, Les Nevin, Albert Williams
DSG Sub Group 4 = Margaret Hunt (Lead), Christine Armstrong, Angela Read, Julie Wilson, Vijaya Kotur
DSG Sub Group 5 = Wally Stagg (Lead), Alastair Rae, Paul Diaz/Joan Chapman, Angela Read, Vijaya Kotur, Paula Bass
DSG Sub Group 6 = Joanne Smithson (Lead), Liz Crookston, Michelle Thubron, Wally Stagg, Vijaya Kotur
DSG Sub Group 7 = Vijaya Kotur (Lead), Carol Davis, Wally Stagg, Peter Turner, Margaret Hunt
DSG Sub Group 8 = Julie Wilson (Lead), Alastair Rae, Wally Stagg, Lucy Armstrong, Angela Read
DSG Sub Group 9 = Wally Stagg, Vijaya Kotur, Julie Wilson, Lucy Armstrong
DSG Sub Group 10 = Graham Frankland (Lead), Wally Stagg, Julie Wilson, Vijaya Kotur, Mic Bannister

Traffic light definitions as per service plan monitoring

- 2 A red light means that you do not expect to achieve the target by the milestone date.
- 3 A amber light means that you are expecting to complete action by the milestone date.
- 4 A green light now means that the action has been completed.

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
3.1 Leadership & Corporate commitment				
3.1.1 Ensure all departments and services set targets based on equality objectives AMBER – PT GREEN – PT	<ul style="list-style-type: none"> Develop guidance on developing equality based targets Service plans contain equality based targets & objectives 	October 2006 March 2007	Peter Turner (Lead) + DSG Sub group 1	All departments should by now have completed INRAs and the actions identified should be included in service plans.
3.1.2 Establish corporate guidance for information gathering and equality monitoring RED - PT	<ul style="list-style-type: none"> Corporate guidance in place 	<u>October 2006</u> (March 2007)	Peter Turner (Lead) + DSG Sub group 1 CMT	Remains red now an action for 2007/8. List of priority service areas identified. Progress made with A&CSD to establish extent of monitoring already in place and final agreement on priority areas for monitoring.
3.1.3 Seek agreement on equality targets with partners in local partnerships AMBER - ??refer to DSG 3.1.4 Establish mechanisms for ensuring that equality targets are met by suppliers through contract management	<ul style="list-style-type: none"> Evidence of equality targets with partners available Evidence of mechanisms in place 	March 2008 March 2008	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10 Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Included in 2007/8 Service Plans Included in 2007/8 Service Plans

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
AMBER 3.1.5 Ensure completion of equality action plans at departmental & service level incorporating performance indicators GREEN – PT GREEN- R&P GREEN – A & CS GREEN – NSD AMBER – CS	<ul style="list-style-type: none"> Evidence contained in Annual Diversity Reports 	March 2007	DSG Departmental Working Groups	All departments should by now have completed INRAs identifying actions for 2007/8. Information for annual report on 2006/7 actions collected CE – HR and Legal still to complete
3.1.6 Adopt where appropriate national targets/performance indicators as prescribed by Govt. Departments & the Audit Commission GREEN - PT	<ul style="list-style-type: none"> Evidence of achievement of national targets & performance indicators 	Oct 2006	Peter Turner (Lead) + DSG Sub group 1	Complete - National targets and performance indicators adopted and collected on annual basis
3.1.7 Implement systems for reviewing and revising the CEP & departmental action plans GREEN - PT GREEN –R&P GREEN – A & CS GREEN – NSD GREEN – CS	<ul style="list-style-type: none"> Monitored by DSG on quarterly basis Revisions reported in Annual Diversity Plan Implement quarterly reporting system 	Sept 2006	DSG Departmental Working Groups	Complete
3.1.8 Members & senior officers to endorse plans as appropriate GREEN - PT	<ul style="list-style-type: none"> Annual reports to portfolio holder Departmental action plans to go to DMTs and be minuted 	June 2006	DSG Departmental Working Groups	Complete

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
GREEN – R&P GREEN – A&CS GREEN – NSD GREEN – CS				
3.1.9 Link action planning to Best Value processes GREEN – PT	<ul style="list-style-type: none"> Evidence of links to Best Value process 	Oct 2006	Peter Turner (Lead) +DSG Sub Group 1	Arrangements agreed by CMT on Monday 6/11/06, stage of process commencing, includes inclusion of diversity objectives. Complete
3.1.10 Ensure that action on targets has started AMBER – PT GREEN – A&CS AMBER – NSD AMBER – CS AMBER – R&P	<ul style="list-style-type: none"> Monitored by DSG on quarterly basis 	March 2008	DSG Departmental Working Groups	Planned for 2007/8
3.2 Consultation, Community Development and Scrutiny				
3.2.1 Make public all service level & employment action objectives and targets that are available for consultation & scrutiny RED – PT	<ul style="list-style-type: none"> Included in consultation programme Reported in Annual Diversity Report INRAs to be planned into talking with communities consultation events 	March 2007	Liz Crookston (Lead) + Corporate Consultation group	Consultation on service level targets begun for some areas e.g. educational attainment.
3.2.2 Make provision of language services appropriate to designated consultation and scrutiny groups		March 2007	Liz Crookston (Lead) + Corporate Consultation group	Consultation guidelines include advice on meeting

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
GREEN – PT				diverse needs. Facilities and services in place include Browsealoud, Babel fish, Language Line and TVDCS
3.2.3 Completion of a full and systematic consultation process with designated community, staff & stakeholder groups AMBER - PT	<ul style="list-style-type: none"> Evidence of consultation processes with all stakeholder groups Extend Employee Survey 	March 2008	Liz Crookston (Lead) + Corporate Consultation group	Progress being made through 3.1.1. and 3.1.2 at this stage
3.2.4 Consult on involving designated community, staff & stakeholders groups with scrutiny procedures AMBER - PT	<ul style="list-style-type: none"> Evidence of consultation on involvement with scrutiny process Corporate/Service Plans go to Scrutiny 	March 2008	Liz Crookston (Lead)+ Corporate Consultation group	Work underway on increasing public involvement in the Council's scrutiny processes.
3.2.5 Consultation equality to be linked with the continuing development of the Community Strategy AMBER – R&P	<ul style="list-style-type: none"> To be included in review of community Strategy Feedback on monitoring reports to community strategy partners 	March 2007 March 2008	Joanne Smithson, + DSG sub group 6	Consultation taken place and first draft of Community Strategy Review produced.
3.2.6 Publicise how, where and when action on targets will start AMBER - PT	<ul style="list-style-type: none"> To be included in annual diversity reports Hartbeat Press Release 	Oct 2007	Liz Crookston (Lead) + Corporate Consultation group	Progress being made through 3.1.1. and 3.1.2 at this stage
3.3 Service Delivery & Customer Care				
3.3.1 Complete access to services element of the CEP and ensure	<ul style="list-style-type: none"> DIA programme Review INRAs 	March 2007	CMT Departmental	Complete

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
consistency with the RES GREEN - PT GREEN – R&P GREEN – NSD GREEN – A & CS AMBER – CS	<ul style="list-style-type: none"> Evidence of improved access to services 		Working Groups	
3.3.2 Equality objectives & targets developed within each department/service GREEN - PT AMBER – R&P GREEN – A & CS GREEN – NSD AMBER – CS	<ul style="list-style-type: none"> Objectives & targets in place 	March 2007	Directors Departmental Working Groups	See 3.1.1 and 3.1.2 All departments should by now have completed INRAs identifying actions for 2007/8. Information for annual report on 2006/7 actions collected CE – HR and Legal still to complete
3.3.3 Service planning to specifically address the importance of barriers, accessibility and reasonable adjustments in the provision of services GREEN - PT AMBER – R&P GREEN – A & CS GREEN – NSD AMBER – CS	<ul style="list-style-type: none"> Evidence of service planning to address accessibility to issues Access Strategy in place 	Dec 2006	Directors Departmental Working Groups	Accessibility for All programme. First draft of Access Strategy developed NSD – Workshop held January 15 & 16 to include INRA review
3.3.4 Allocation of appropriate	<ul style="list-style-type: none"> Evidence of allocation of resources 	Annual budget	Directors	Complete

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
resources to achieve targets GREEN - PT GREEN – R&P GREEN – NSD GREEN – CS GREEN – A & CS		process	Departmental Working Groups	
3.3.5 Establish structures of responsibility at departmental and service level to progress action plans GREEN - PT GREEN – R&P GREEN – A & CS GREEN – NSD GREEN – CS	<ul style="list-style-type: none"> Departmental Working groups in place responsible for progressing departmental action plans 	In place	Directors Departmental Working Groups	Complete
3.3.6 Set timetable within action plans for creating/adopting information & monitoring within service areas AMBER - PT AMBER – R&P AMBER - NSD AMBER - CS AMBER – A & CS	<ul style="list-style-type: none"> Guidance on data collected Action plans in place 	(refer to dept service plans)	Departmental working groups	Progress being made through 3.1.1. and 3.1.2 at this stage NSD – Equality action plan in place. Working group responsible for progressing plan.
3.3.7 For agencies delivering services on behalf of the authority, include within contracts a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination GREEN - VK	<ul style="list-style-type: none"> Evidence of equality issues included in contracts 	March 2007	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Included in 2007/8 Service Plans
3.3.8 Establish monitoring of	<ul style="list-style-type: none"> Monitoring arrangements in place 	March 2008	Graham Frankland	Included in 2007/8

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
contracts to secure equal employment and equal service delivery targets AMBER VK			(Lead), Corporate Procurement Group + DSG Sub group 10	Service Plans
3.3.9 Start action on departmental and service area targets GREEN - PT AMBER – R&P GREEN – A&CS GREEN - NSD AMBER - CS	•	November 2006	Departmental Working Groups	Progress being made through 3.1.1. and 3.1.2 at this stage and INR As
3.4 Employment & Training				
3.4.1 Complete employment section of CEP & ensure consistency with RES GREEN - WS	• Ensure employment section included in CEP is consistent with the RES		Chief Personnel Officer	Complete
3.4.2 Set employment equality targets for recruitment, staff retention & workforce profiles AMBER – WS AMBER – WS GREEN – WS AMBER – WS	<ul style="list-style-type: none"> • Set objective employment detailing equality targets for recruitment, training and retention • Ensure targets are informed by LLMA & workforce profile assessment • Ensure family friendly policies are available to all employees • Identify positive action recruitment schemes 	May 2007 May 2006 In Place April 2007	Chief Personnel Officer	Targets set in respect of recruitment Complete Complete Complete
3.4.3 Conduct an equal pay review & plan for equal pay adjustment RED – WS GREEN – WS RED - WS	<ul style="list-style-type: none"> • Undertake equal pay review linking with pay and grading structures • Set plan to address pay inequalities identified 	<u>Mar 2007</u> <u>(Sept 2007)</u> In place	Chief Personnel Officer	Included in 2007/08 service plans Complete

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
	<ul style="list-style-type: none"> Develop guidelines on starting pay, pay on promotion & accessibility and reasonable adjustments in recruitment, retention and promotion procedures as part of review of R&S policy 	Mar 2007 (Sept 2007)		Included in 2007/08 service plans
3.44 Ensure that staff and Members are aware of action plans and the implications for services and employment AMBER – WS AMBER – WS	<ul style="list-style-type: none"> Circulate equal employment & pay targets to all employees with detailed information Report to Portfolio Holder 	June 2007	Chief Personnel Officer	Included in 2007/8 Service plans
3.45 Provide training for managers on the implementation of the standard with contractors and partners GREEN - WS	<ul style="list-style-type: none"> Provide training for all managers on detailed implementation of equal action objectives and targets in relation to contracts/partnerships 	March 2007	Graham Frankland (Lead), Corporate Procurement Group + DSG Sub group 10	Included in 2007/8 Service plans
3.46 Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning & monitoring, consistent with the training arrangements set out in the RES RED – WS RED – WS AMBER – WS RED - WS	<ul style="list-style-type: none"> Further develop equality training systems for all employees Ensure all employees involved in recruitment are aware of equality action plan and its implications for employment practice Ensure training is consistent with Diversity Scheme Develop interview guidance for recruitment 	March 2007 (??) (Module phase 3 – Aug/Sept 2007)	Chief Personnel Officer	Included in 2007/8 Service plans
3.47 Provide training for all staff on the detailed implementation of the	<ul style="list-style-type: none"> Ensure disciplinary procedures specify that they must be applied 	March 2007	Chief Personnel Officer	Complete

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
Equality Standard including action plans and updates on legal and other developments GREEN - WS GREEN - WS	fairly to all employees & include in review of discipline/attendance/capability procedures <ul style="list-style-type: none"> Ensure all breaches of equality & harassment policy are dealt with under disciplinary procedures 			Complete
3.48 Build equality objectives and targets into management appraisal mechanisms RED - WS	<ul style="list-style-type: none"> Include in revised appraisal scheme 	March 2007 <u>(Oct 2007)</u>	Chief Personnel Officer	Included in 2007/8 Service plans
3.49 Provide information and appropriate training on action plans to support scrutiny process AMBER – WS AMBER – WS	<ul style="list-style-type: none"> Ensure cabinet & scrutiny members are aware of action plans and targets for employment and pay equality Ensure information & appropriate training on equality action plan is provided to support the scrutiny process 	March 2007 March 2008	Chief Personnel Officer	Included in 2007/8 Service plans
3.410 Establish a system of guidance, training on relevant equality issues to short listing panels and interviewers AMBER – WS	<ul style="list-style-type: none"> Included in corporate annual training plan Develop equality guidance for shortlisting and interviewing that are consistent with Guidance from the equality & human rights commission Ensure system for training all members of shortlisting and interviewing panels is effective 	March 2008	Chief Personnel Officer	Included in 2007/8 Service plans
3.411 Start actions on employment &	<ul style="list-style-type: none"> Implement employment and pay 	April 2007	Chief Personnel	Included in 2007/8

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
pay targets AMBER - WS	action plan	(Sept 2007)	Officer	Service plans
Corporate Plan				
SC2 Develop the “Talking with Communities” consultation initiative GREEN VK		Start April 2006	Vijaya Kotur (Lead), Liz Crookston	Complete
SC 19 Develop and agree corporate access strategy and access to buildings, services and information policies/statements AMBER - WS AMBER – MT	<ul style="list-style-type: none"> Develop strategy Develop access to buildings policy Develop access to services policy Develop access to information policy including Website Accessibility, Key information to be available in different formats and languages, Internal information to be made available like translation services etc 	Dec 2006	Strategy - DSG Sub Group 2	Included in 2007/8 Service plans
		Dec 2006	Access to Buildings – DSG Sub Group 3	
		Dec 2006	Access to Services – DSG Group 4	First Draft prepared
AMBER – MH		Dec 2006	Access to information DSG Sub Group 5	
AMBER – VK				
OD 69 Publish Annual Race & Diversity Report GREEN VK		June 2006	Vijaya Kotur Julie Wilson	Complete
OD 70 Implement Diversity Steering Group Action Plan		Start May’06	Diversity Steering Group	Complete

Equality Standard Actions	Actions	Milestone	Responsible	Progress Reports
GREEN VK				
General				
Processes GREEN VK	Review and Simplify INRA and DIA process	Nov 2006	Vijaya Kotur (Lead) + DSG Sub Group 7	Complete
Awareness Raising AMBER JW	<ul style="list-style-type: none"> Articles, News line, Departmental Newsletter, Briefings Learning & Awareness raising Raising the profile of Diversity to all Employees 	March 2007	Julie Wilson (Lead) + DSG Sub group 8	
General AMBER VK GREEN VK GREEN VK	<ul style="list-style-type: none"> Clear Priority in every area of Diversity Looking at how we maximize the external resources available and working in partnerships Scrutinising impact and what difference it makes 'Age' to be mainstreamed in equalities agenda Disability Equality Scheme 	March 2007	DSG Sub group 9	Complete Approved by the Portfolio Holder on 4 th Dec 2006

Annual Race & Diversity Report – Updated statistics

1.2 2006/7 performance and future targets in equality related Best Value Performance Indicators is as follows

BVPI Description	2005/6 Performance	2006/7 Performance	2006/7 Target	2007/8 Target	2008/9 Target	2009/10 Target
BVPI 2a – Equality Standard	Level 2	Level 2	Level 2	Level 3	Level 3	Level 3
BVPI 2b - Duty to promote Race Equality	84%	89%	89%	89%	89%	89%
BVPI 11a – Senior Women	50.44%	49.15%	50.44%	49.3%	49.3%	49.3%
BVPI 11b – Senior BME employees	1.15%	1.16%	2.31%	2.31%	2.31%	2.31%
BVPI 11c – Senior Disabled employees	6.79%	8.04%	7.95%	9.22%	9.22%	9.22%
BVPI 12 – Sickness Absence	12.34 days	13 days (estimate)	10.18 days	11.05 days	10.55 days	10.05 days
BVPI 14 – Early Retirements	0.78%	0.69%	0.40%	0.69%	0.69%	0.69%
BVPI 15 – Ill Health retirements	0.13%	0.13%	0.19%	0.13%	0.13%	0.13%
BVPI 16a – disabled employees	4.41%	5.25%	4.42%	5.41%	5.57%	5.73%
BVPI 16ab – disabled employees compared to local population	19.92%	23.71%	19.96%	24.44%	25.16%	25.88 %
BVPI 17a – BME employees	0.8%	0.8%	0.8%	0.8%	0.9%	1.0%
BVPI 17ab – BME employees compared to local population	72.73%	72.73%	72.73%	72.73%	81.81%	90.91 %
BVPI 156 - Buildings accessible to people with a disability	20.00%	29.63%	28%	38%	42%	46%
BVPI 174 - Racial Incidents per 100,000 employees	58.82%	63.33%	59%	64%	65%	66%
BVPI 175 – Racial Incidents with further action	98.11%	100%	98%	100%	100%	100%

1.3 Workforce Profile

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

a) Gender

Description	At 1.4.06	At 1.4.07	Local Population of working age	2006/7 Target	2007/8 Target	2008/9 Target
Male	25.71%	25.40%	50.7%	25.40%	25.40%	25.40%
Female	74.29%	74.60%	49.3%	74.60%	74.60%	74.60%

b) Age

Description	At 1.4.06	At 1.4.07	Local Population of working age	2006/7 Target	2007/8 Target	2008/9 Target
Aged 16-17	0.36%	0.18%	4.64%	0.18%	0.18%	0.18%
Aged 18-24	5.9%	5.87%	12.05%	5.87%	5.87%	5.87%
Aged 25-34	18.9%	17.78%	20.20%	17.78%	17.78%	17.78%
Aged 35-44	29.6%	29.8%	24.50%	29.8%	29.8%	29.8%
Aged 45-54	29.8%	29.98%	21.58%	29.98%	29.98%	29.98%
Aged 55-64	15.4%	15.8%	17.03%	15.8%	15.8%	15.8%
Age 65+	0.11%	0.60%	N/A	0.60%	0.60%	0.60%

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

Table 4

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