



18th April 2023

In accordance with Paragraphs 8 & 10(2) (b) of Schedule 12 of the Local Government Act 1972 I hereby summon you to attend a Meeting of PETERLEE TOWN COUNCIL to be held in the COUNCIL CHAMBER, SHOTTON HALL, PETERLEE, SR8 2PH on MONDAY 24TH APRIL 2023 at 6.30pm

Ian Morris, F.S.L.C.C
Town Clerk (Proper Officer of the Council)

Members of the Committee and members of the public are reminded that the public part of the meeting may be recorded in both audio and video, and photographs may be taken.

Members of the public are very welcome to attend our meetings. Due to ongoing precautions for COVID and other seasonal illnesses we have a limited number of designated public seating and so any members of the public wishing to attend Shotton Hall to observe the meeting are advised to contact the Council in advance so that we can reserve a seat for you: council@peterlee.gov.uk or 0191 5862491

BUSINESS TO BE TRANSACTED

1. Apologies for Absence
2. Public Participation Session
Will be held to allow Members of the public an opportunity to put questions to the Council. This item of business to last no more than 15 minutes, as per Council Standing Orders.
3. To receive declarations of interest
Members are reminded of the need to disclose any interests in items on this agenda, whether pecuniary or otherwise. Please seek advice from the Town Clerk or Deputy

Town Clerk prior to the meeting if in doubt. Members are reminded that they can check their published declaration of interests here: <https://bit.ly/2wVyeLA>

4. To Approve the Minutes of the last meeting of the 27th March 2023
The minutes of the previous meeting are attached for consideration and approval as a true and correct record. (attached)
5. Minutes of the Scrutiny Committee Meeting of the 30th March 2023
The minutes of the Scrutiny Committee Meeting of the 30th March 2023 are attached for information only. (attached)
6. Minutes of the Finance Sub Committee of the 24th April 2023
To confirm and endorse the resolution of the Finance Sub Committee to approve BACS payments to be paid on 27th April 2023.
7. Insurance Cover 2023/24

To confirm that the Town Council has renewed its insurance cover with Zurich Municipal for the 2023/4 financial year and will be conducting a procurement exercise for future years' insurance cover later in 2023.

(Verbal report of the Town Clerk)
8. Award of contract for a conditions and options reports for the community facilities provision at Woodhouse Park

To consider the report of the Town Clerk providing Members with an update on proposals to carry out a condition and options study for the community facilities at Woodhouse Park. (Report attached)
9. Investors In People Feedback Report

To consider the report from Investors In People confirming that the Town Council has retained its 'Investors in People' accreditation for a second time. (attached)
10. Invitation for the Town Mayor to visit Nordenham, Germany

To report receipt of and consider an invitation for the Mayor to attend Nordenham, Germany in June 2023 (attached)

11. Policies

i. To review and then confirm adoption of the amended policies as follows:-

- (a) Maternity/Paternity/Adoption & Surrogacy Policy ([please use this link to view the Maternity/Paternity/Adoption & Surrogacy policy](#))
- (b) Special Leave Policy Bereavement & Emergency Leave Policy ([please use this link to view the Special Leave Policy](#))
- (c) Supporting Staff with Public Duties Policy ([please use this link to view the Supporting staff with Public Duties policy](#))
- (d) Redundancy Guidance ([please use this link to view the redundancy guidance policy](#))
- (e) Automated External Defibrillator Policy ([Please use this link to view the AED Defib Policy](#))

ii. New Policy: Grants Policy ([Please use this link to view the grants policy](#))

12. Establishment of a Health & Safety Working Party

Members will be asked to agree the establishment of a Member/Staff Working Party with the key tasks of reviewing the Council's Health & Safety Policy and operational processes and reporting recommendations back to Council for consideration.

13. 1, 2, 3 September 2023 Helford Road, Fun Fair

To request permission from the Council for Nobles Fun Fair to use PTC land at Helford Road

14. Spokesperson of the North East Party's Report

15. Spokesperson of the Labour Political Party's Report

The press and public are welcome to attend this meeting. Space in the public gallery is limited and you are advised to contact the council in advance if you do wish to attend.

Contact: Ian Morris, Chief Officer & Town Clerk, Peterlee Town Council, Shotton Hall, Peterlee Co Durham SR8 2PH e mail: council@peterlee.gov.uk

PETERLEE TOWN COUNCIL

MINUTES OF THE MEETING OF THE TOWN COUNCIL

HELD IN THE COUNCIL CHAMBER, SHOTTON HALL, PETERLEE

ON MONDAY 27th MARCH 2023 at 6.30PM

PRESENT: - Cllr R Moore (Chairman)

K Liddell, M McCue, R Burnip, S McDonnell, S Franklin, J Black, D Hawley, K Duffy, T Duffy, B Fishwick, A Laing, R Scott & M Sanderson

Prior to the start of the meeting the Chair asked for a minutes silence following the recent passing of a former Mayor and Town Councillor Colin Austin.

127. Apologies for Absence

Apologies for absence were offered from Councillors K Hawley, S Simpson, A Stockport, M A Cartwright, S Meikle, D Quinn & D Howarth T Duffy. **RESOLVED the apologies for absence from these Councillors be noted.**

128. Public Participation Session

There were no members of the public present at the meeting.

129. To receive declarations of interest

Members were reminded of the need to disclose any interests in items on this agenda, whether pecuniary or otherwise. None were given.

130. To Approve the Minutes of the last meeting of the 27th February 2023

The minutes of the previous meeting were attached for consideration and approval as a true and correct record. **RESOLVED the minutes be accepted and signed as a true and correct record.**

131. The notes of the Scrutiny Meeting of the 28th February 2023

The notes of this meeting were attached for consideration and approval as a true and correct record. **RESOLVED the minutes be accepted and signed as a true and correct record.**

132. Notes of the Finance Sub Committee of the 13th March 2023

Members were requested to confirm and endorse the resolution of the Finance Sub Committee to approve BACS payments to be paid on 16th March 2023. **RESOLVED the payments be accepted and paid.**

133. The Minutes of the Resources Committee of the 13th March 2023

The minutes of this meeting are attached for information purposes only. **RESOLVED the record of the meeting be noted.**

134. Notes of the Events Meeting held on 15 March 2023

The notes of this meeting were attached for Member's consideration. There were two items from the notes that required a decision from Council as follows:-

(i) Emergency Services Day – 9th September

To consider the cost of a marquee for this event. The approximate cost was given as £1,300 for the marquee only and it was **RESOLVED a marquee not be booked for this event.**

(ii) Community Events Grant Fund

To review a suggestion from Events Working Party to establish a small community events fund and budget allocation to enable small local community events during 2023/4. Members supported this idea and it was **RESOLVED a £1,500 Community Events Small Grants budget be established with grants available up to £250 to support local community organisations/groups to organise community social events during 2023/4. FURTHER RESOLVED that the Town Clerk be given authority to design and implement a suitable grants process as soon as practicable.**

135. Review of the Town Council's approach to risk

Members considered the report of the Town Clerk outlining the Council's approach to managing risk, key internal risk controls, and the annual review of the Council's Risk Register. The Clerk confirmed that DCC had given notice on the current internal audit service and he confirmed that he was working with Clerks from other larger Councils in County Durham to procure an alternative service. **RESOLVED the contents of the report be noted and having reviewed the Council's corporate risk matrix and Risk Policy, this be approved. FURTHER RESOLVED further details on the arrangements for the internal audit service, be awaited.**

136. Review of the Town Council's Use of Reserves Policy

Members considered a report from the Town Clerk reviewing the Town Council's Use of Reserves Policy. **RESOLVED the contents of this report be noted the Council's Use of Reserves Policy as provided in appendix 2 to the report, be approved.**

137. Town Council insurance arrangements 2023/4

To confirm the arrangements for the town council's insurance cover for 2023/24 following a review of provision by the Town Clerk and Deputy Town Clerk. The Town Clerk gave brief details of discussions on the renewal policy for the Town Council's insurance cover form 2023/2024. **RESOLVED consideration of this item be deferred to a future meeting, with the Town Clerk being granted approval to renew with the current supplier if necessary.**

138. Code of Conduct Complaints

The Town Clerk circulated two reports to inform Members on the result of two investigations by the Durham County Council Monitoring Officer into separate Code of Conduct complaints against two Town Councillors. Both investigations had concluded that no further action is to be taken by the Monitoring Officer.

Councillor T Duffy asked for it to be recorded that in his opinion the Town/County Councillor involved with one of the complaints regarding the use of social media should resign.

RESOLVED the information given, be noted.

139. Spokesperson of the North East Party's Report

Councillor McDonnell reported that she was disappointed to read the report of the Monitoring Officer regarding the comments made by a Town and County Councillor on social media. She spoke about the recent fatal traffic accident involving a local resident man and said that her thoughts were with his family and the paramedics and police who had to deal with the incident. She was pleased to see there were moves to ban the sale of nitrous oxide, an issue that Councillor Franklin had been championing for some time. She was pleased to report that several highway safety restrictions were going to be applied in the proximity of some Peterlee schools and the college at busy times. She congratulated Councillor K Duffy with her fundraising efforts for the Samaritans.

RESOLVED the information given, be noted.

140. Spokesperson of the Labour Political Party's Report

Councillor McCue offered her congratulations to the Warm Hub Café with numbers of local residents making use of the café taking off, and she encouraged others to be involved and volunteer if they were able. Whilst this project was going well she reported some projects were sadly coming to an end. She felt the need in Peterlee would only increase, with the need for low cost healthy food increasing with food and fuel poverty again she encouraged Members to support the efforts. Councillor McCue was pleased to see Durham was one of the front runners on new anti social behaviour initiatives and she congratulated the Police and Crime Commissioner for her efforts.

RESOLVED the information given, be noted.

THE MINUTES OF THE MEETING OF THE SCRUTINY COMMITTEE
HELD IN THE COUNCIL CHAMBER, SHOTTON HALL, PETERLEE
ON THURSDAY 30TH MARCH 2023

PRESENT: COUN K HAWLEY (CHAIR)

K Liddell, R Burnip, R Scott, R Moore, D Hawley, W Fishwick & D Howarth

12. Apologies for Absence

No apologies for absence were submitted.

13. The Minutes of the Last Meeting held on 28th February 2023

The minutes of the previous meeting are attached for consideration and approval as a true and correct record. RESOLVED the minutes be accepted and signed as a true and correct record.

14. To consider the following three items received from the Chair for consideration:-

- (a) Review of the Council's policies and procedures, standing orders and any delegated authority

The Town Clerk advised the Town Council had 54 policies in place with a rolling programme of review for every 3 years. Policies would also be updated as and when necessary in line with legislation and recommendations from Internal Audit and or other bodies.

Members confirmed acceptance of the current policies that were in place.

In relation to the Scheme of Delegation it was AGREED

- For substantial items where delegated authority was exercised, the Chair be sent an e mail advising of the action(s)
- In the case of the Clerk appearing or making representation to a tribunal or public enquiry into any matter where the council has an interest, the Chair be advised/updated.
- The Chair be e mailed re the closure of the Council Offices in the Christmas/New Year period.
- The Clerk report back to Council on how the Council may be involved in the interview /selection process for Senior Managers.

In the future the Chair and Chair of Resources and Community & Environment Committee be advised in advance of any Heritage Lottery Funding Bids by the Town Council.

- (b) To review all the leases the council have entered into where peppercorn rent applies, for Members to ensure the leaseholders are upholding what is stipulated in their leases

The Clerk advised there were only two formal leases in operation currently with the Rugby Club and CALM CiC both of which were based on peppercorn rents.

The committee had asked the Clerk to contact CALM to get an update on how the CALM CIC hub at Lowhills Road was doing in terms of community use.

Members of the committee were minded to the fact that the Council agreed the discounted peppercorn rate on the basis of social benefit to the community. Although the next rent review was not due until July 2026 they were keen to ensure that the Council was being kept up to date with the extent to which the site was being used for local community benefit commensurate with the discount on the market rent value of the site. It was suggested that the CALM CIC board prepare a short report or presentation for Council later in the year.

Members also suggested that it might be a good idea to invite the local Ward Councillors to visit the Lowhills site so that they can get a chance to see/hear about community activities first-hand.

AGREED this course of action be taken and feedback be awaited.

- (c) Use of the kitchen in the Pavilion by community groups

It was confirmed that community groups such as the cricket club, were able to use the kitchen in the Pavilion, working with the Pavilion Manager and his Team on the practicalities and relevant legislation/conditions. AGREED this be noted.

15. Next Meeting

Councillor Moore asked if the Bistro could be considered at the next meeting of this Committee.

PETERLEE TOWN COUNCIL

FINANCE SUB-COMMITTEE

MONDAY 27TH MARCH 2023

Present:-

Councillors K Liddell, J Black & K Duffy

9. ACCOUNTS FOR PAYMENT

Members were provided with the accounts and invoices for the remainder of March 2023 to be paid by BACS in the sum of £19,922.20 Following checking of the documents provided, it was **RECOMMENDED that the accounts presented be paid.**

Report to: Peterlee Town Council

Date: 24th April 2023

Report of: Ian Morris, Town Clerk

Report Title: Award of contract for a condition and options report for the community facilities provision at Woodhouse Park

Purpose: This report is intended to provide Members with an update on proposals to carry out a condition and options study for the community facilities at Woodhouse Park. It provides confirmation of a successful bid for East Durham Area Action Partnership (ED AAP) Neighbourhood Budget funding for the full cost of the study, and seeks approval to award the contract to Durham County Council's Construction Consultancy Service (DCC CCS) at a cost of £9,435.00 + VAT.

Background: As members will be aware, Peterlee Town Council manages Woodhouse Park (off Balliol Close) under a long lease agreement with DCC. There are a number of community facilities clustered in south-west corner of the park including an award-winning community garden, public toilets, glasshouses, storage sheds, a staff office, and a somewhat dilapidated temporary 'classroom' building.

Over recent years there has been an increasing level of community involvement and active engagement in the park. As the number and variety of community user groups has increased, it has raised questions about both the physical condition and fitness for purpose of the current building provision.

DCC Councillor Louise Fenwick has offered to use some of her Neighbourhood Budget allocation via ED AAP to fund a condition and options study for the site to consider (1) the current condition and suitability of the existing buildings/structure on the site, and (2) provide an assessment of the feasibility of replacing the existing buildings/structures with a new community facility with high sustainability credentials.

In April 2023 the ED AAP approved the Neighbourhood Budget grant application for the full cost of the proposed study.

Proposal: It is proposed that the Town Council directly appoint DCC CCS using the existing procurement service level agreement in place between the two authorities. DCC CCS have provided a fee quote for the work following a site visit with the Town Clerk and Neighbourhood Services Manager, and the 'scope of duties' and 'deliverables' from the fee quote are attached as appendix 2 to this report.

The quoted fee for this work is £9,435.00 + VAT (VAT will be reclaimable)

Budget: The Town Council has not made budget provision for this study in the 2023/4 financial year, however as it is fully funded from external sources there is no net impact on the Town Council's revenue or capital budgets.

Next Steps: Once the proposed study has been completed the results will be presented back to the Town Council for consideration. It could also be used as a basis for consultation with park users and key partners and as a potential starting point for future capital funding bids.

Recommendation:

Members are recommended to note the contents of this report and to approve the award of contract for the condition and options study for the community facilities at Woodhouse Park to Durham County Council's Construction Consultancy Service (DCC CCS) at a cost of £9,435.00 + VAT

Appendix 1: Implications

Finance – The report seeks approval of rewards of contract for £9,435+VAT. This expenditure will be fully covered by a Neighbourhood Budget grant award from ED AAP.

Staffing - No direct implications.

Risk – The report will help to identify issues relating to risk associated with the existing buildings on the site, in line with the council's risk policy and approach to managing risk.

Equality and Diversity / Public Sector Equality Duty – No direct implications.

Accommodation – The report sets out proposals for a condition and options report for the Town Council's buildings at Woodhouse Park, Balliol Close, Peterlee

Crime and Disorder - No direct implications.

Human Rights - No direct implications.

Consultation – No direct implications

Procurement – The report proposes a direct award of contract to DCC CCS under the existing procurement SLA that is in place between the two organisations.

Legal Implications - No direct implications.

Data Protection - No direct implications.

Appendix 2: Proposed Scope of Duties and Deliverables from DCC CCS fee quote

Scope of Duties

Provide an Architect and Quantity Surveyor to carry out the following duties:

- Attend site to identify key issues.
- Consideration of construction options relating to the proposed end use of the property.
- Consult with all relevant stakeholders regarding the proposed end use.
- Statutory considerations (Planning, Listed Buildings, Building Control etc.,)
- Provide outline budget costs to include:
 - Building fabric repairs and high-level MEP renewals.
 - Capital refurbishment/reconfiguration costs.
 - Fee and statutory approvals.
 - Contractor preliminary costs.
- Undertake a building fabric inspection of the existing toilet and office building only
- Procure a measured survey of the existing toilet and office building only
- Contingencies and risk management issues including preliminary risk register. Including CDM hazard identification with proposals for elimination/ reduction/ control.
- Anticipated scheme budget costs to include: - Building fabric & services replacements as required - Capital costs - Asbestos Removal - Fee and statutory approvals - Preliminaries

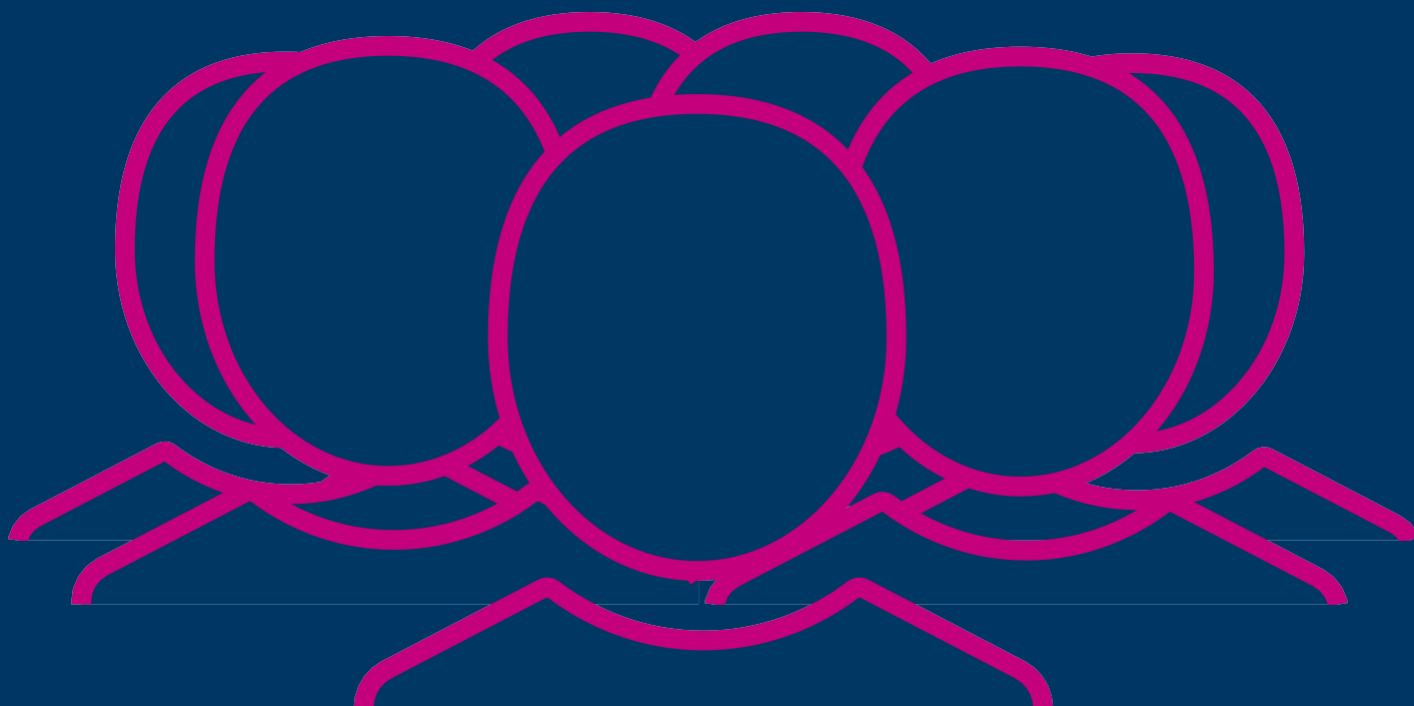
Deliverables

DCC CCS will deliver the following:

- Undertake 1 no. joint site inspection.
- Undertake 1no. site meeting with stakeholders on the same day of site inspection.
- Produce a single feasibility report regarding the proposed end use
- Single zip folder of the measured survey plans.

INVESTORS IN PEOPLE®

We invest in people



Feedback

Peterlee Town Council

Project number: NOR-23-00167

Practitioner: Andy Holgate

Date: 27th March 2023



Investors in People
3 Lloyd's Avenue,
London, EC3N 3DS
+44 (0) 300 303 3033

The Investors in People brand, trademarks, methodology, products and logo are owned by Investors in People and are protected by copyright and trademark law.

The Investors in People identity is strong, simple, powerful and instantly recognisable. It is therefore important that only organisations that are accredited as Investors in People can use our mark.

©2020 The contents of this report should be considered commercial in confidence.

You did it!



You're at the standard level of our We invest in people accreditation.

Detailed feedback and recommendations inside...

- What to be proud of
- What to work on
- Our recommendations
- What's next

Key dates

Accreditation date	12-month meeting	24-month meeting	Accreditation expiry
15/03/2023	05/03/2024	05/03/2025	05/03/2026

At a glance

Peterlee Town Council was formed in 1974 and is made up of 22 elected Members representing the five wards of Acre Rigg, Dene House, Eden Hill, Howletch & Passfield. The town lies within the administrative County of Durham and Durham County Council is the Principal Authority for the area.

The organisation has sought to use their We invest in people reassessment to provide them with an objective and external view of where they are in terms of their approach to people management, and the support which they provide to people, helping the organisation to identify those areas where there is still room for improvement.

Leaders are also very interested in the survey results, (with this being the first reassessment where this data has been made available to the organisation) and using the structured interviews to further explore people's views on topics such as organisational values, the degree to which people feel the organisation cares for and supports them, as well as any anxieties that exist relating to current financial constraints.

It is very evident that people feel that the organisation, and its leaders, are very supportive. People enjoy working for the organisation and the relationships that they have with their colleagues. They continue to feel that it is a much improved organisation, with a culture that they appreciate, and it is clear that they are very committed to its ongoing success. They find the leadership style demonstrated by the Chief Officer and other senior leaders very effective, motivational and reassuring, notwithstanding the financial challenges the organisation currently faces.

On this point, it is very apparent that some people would like to receive information in a more timely manner, which can either help them to plan their work within more of a medium to longer-term timeframe, or which may alleviate or ameliorate some of their concerns around budgetary constraints, and the longer-term potential impacts of these.

In relation to people's views on organisational values, it is fair to say that no-one expressed strong opinions about the need to develop a set of values and were arguably more concerned about the risk of a set of 'buzz words' being developed which had no real meaning within the organisation, in terms of actually influencing behaviours and actions. Nonetheless, there may still be some worth in leaders considering where values could help to augment your existing work on the competency framework, policies and procedures, potentially providing a more achievable and accessible way of building alignment behind a longer-term vision or ethos, as well as creating debate around this.

The conclusion of this reassessment is therefore that Peterlee Town Council will retain its accreditation as an Investor in People. It is hoped that the findings and opportunities for improvement identified within this report will continue to contribute to the ongoing development and success of the organisation. We would like to take this opportunity to congratulate all those involved in this achievement, and to extend our best wishes on behalf of Investors in People for your continued success.

What to be proud of

- Line managers know what is expected of them to lead, manage and develop those in their charge effectively.
- People understand how to behave in line with the organisation's expectations.
- People have access to the knowledge and information they need to do their jobs well.
- Leaders trust and support people to make decisions in line with their agreed level of responsibility.
- Line managers invest time in managing performance and ensure that people understand the performance management process.
- The organisation has an appropriate and clear approach to reward and recognition.
- People know how they are rewarded and recognised and the criteria for this has been clearly communicated.
- Roles are designed in such a way as to ensure clear accountability and avoid any duplication of effort across teams.
- It is evident how people/roles work together to achieve the organisation's aims and mission.
- Line managers have developmental conversations with people to identify their learning & development needs and ensure that these are met.
- Recruitment & selection is both fair, efficient and effective and meets the needs of the organisation.
- People are aware of how they can contribute to improving their overall performance and ways of working within the organisation.
- Where changes happen they are communicated in a timely and transparent manner across the organisation.
- Leaders have a clear understanding of who the stakeholders are in the communities the organisation serves.

What to work on

- Consider where work on organisational values could augment what you have already done to support employee engagement and the development of an effective culture.

- Some people feel that there is the scope to provide greater clarity around the organisation's strategic objectives, as this would help them in setting their own, longer-term goals.
- Some people also commented/fed back that they had not received an appraisal/interim performance review for more than 6 months.
- Some people commented that there was scope for middle managers and first line supervisors to be more consistently encouraging of people's ideas and suggestions.
- Leaders should review their approach to communicating *future* priorities and identify if improvements can be made which would help people to get a better understanding of the longer-term agenda.

Congratulations on achieving We invest in people accreditation!

You care about your people, and we know that you're ambitious to do even more for them.

Our feedback focuses on what you need to do to keep improving.

Our recommendations

We've considered **who you are** and **where you're at** as an organisation. Our recommendations are designed to get you **where you want to be**.

- Embarking on developing organisational values could provide an alternative approach to strengthening alignment behind an agreed, longer-term vision. One which represents a clear articulation of what the Town Council stands for, its ethos, what it is striving to deliver, as well as the manner in which it wants to go about this yet is perhaps more achievable in the current climate than the development a full blown strategic plan.

Any such work could look to build upon and integrate your existing competency framework. Speak to your Practitioner about this in more detail at your Feedback meeting. They would be very willing to signpost you to examples of best practice in this area, as well as facilitate an opportunity to network with other clients who have created a really significant and positive impact on their organisation through the introduction of a set of values.

- In addition, consider whether you feel that there is the space and scope to augment the current information cascade process with something separate, involving the Chief Officer, which is designed to provide updates on the direction of travel with more strategic topics, and which also provides a Q&A opportunity for staff.
- Think about how both of these opportunities can be positioned in a manner which is designed to further leverage employee engagement and mitigate some of the current frustrations and concerns which centre around the need for greater mid to longer-term certainty. For more inspiration take a look at <https://engageforsuccess.org/the-four-enablers>
- Within this, also consider the important role played by more junior managers, particularly in respect of consistently encouraging and supporting ideation, experimentation, and the opportunity to learn from mistakes and failures, as well as successes. Consider how these skills could be further strengthened through your focus on supporting learning & development, mapping this across to your competency framework, and any potential work on values etc.

What's next?

When you've had a chance to read this report, we'll explain your results in our **feedback meeting**.

WHO?

The meeting will include your We Invest in People Practitioner, Andy Holgate, along with relevant stakeholders from the organisation.

WHEN?

The feedback meeting is still to be scheduled.

WHERE?

We can meet at Shotton Hall or equally we can meet virtually via Zoom if this would be more convenient. Just let us know what you'd prefer.

WHAT?

Together, we'll...

- **discuss your result** and our recommendations in detail.
- brainstorm how to turn our recommendations into **tangible activities**.
- develop an **action plan**, which we'll be able to review one and two years on.

To keep your accreditation, you need to:

- keep meeting (or exceed!) the **requirements** of your award level.
- meet us **12 and 24 months** down the line. We won't be assessing you again, but it'll give us the chance to **chat through your progress** against your action plan.
- be **reassessed** no more than three years on from this assessment.

Don't forget to celebrate!

Let your people know how you did. **Reward them** for their hard work and **include them** in the journey that you're on.

Assessment results

Your results by Indicator

This has been another strong performance by Peterlee Town Council. There continues to be some debatable ‘gaps’ in the organisation’s overall approach when compared with our best practice framework for a high-performance working environment, particularly in respect of the establishment of specific organisational values and more of a longer-term strategy, through which to drive even higher levels of organisational performance. Nonetheless, these do not appear to be impacting upon people’s overall effectiveness or levels of satisfaction and engagement, with the organisation appearing in good shape and well-positioned to continue to build upon and further reinforce its existing strengths.

INDICATOR	THEME	DEVELOPED
LEADING AND INSPIRING PEOPLE	Creating transparency and trust	✓
	Motivating people to deliver the organisations objectives	✓
	Developing leadership capability	✓
LIVING THE ORGANISATION’S VALUES AND BEHAVIOURS	Operating in line with the values	✓
	Adopting the values	✓
	Living the values	✓
EMPOWERING AND INVOLVING PEOPLE	Empowering people	✓
	Participating and collaborating	✓
	Making decisions	✓
MANAGING PERFORMANCE	Setting objectives	✓
	Encouraging high performance	✓
	Measuring and assessing performance	✓
RECOGNISING AND REWARDING HIGH PERFORMANCE	Designing an approach to recognition and reward	✓
	Adopting a culture of recognition	✓
	Recognising and rewarding people	✓
STRUCTURING WORK	Designing roles	✓
	Creating autonomy in roles	✓
	Enabling collaborative working	✓
BUILDING CAPABILITY	Understanding people’s potential	✓
	Supporting learning and development	✓
	Deploying the right people at the right time	✓
DELIVERING CONTINUOUS IMPROVEMENT	Improving through internal and external sources	✓
	Creating a culture of continuous improvement	✓
	Encouraging innovation	✓
CREATING SUSTAINABLE SUCCESS	Focusing on the future	✓
	Embracing change	✓
	Understanding the external context	✓

Survey highlights

This is the first time that Peterlee Town Council has been able to utilise the on-line element of the reassessment process, and the results that we can see are really positive comparatively speaking. With a benchmark score of over 750, this would certainly place the organisation into the territory of those who are working beyond the Standard with a high degree of success.

Your overall survey score

Benchmark



YOUR BENCHMARK

- 755

AVERAGE IIP BENCHMARK *

- 728

AVERAGE INDUSTRY BENCHMARK

- 683

Showing results for Public Administration and Defence

* This reveals the average IIP Benchmark for all organisations who have undertaken the survey.

Who took the survey?

Survey Response Rate

Overview

TOTAL RESPONSES

22 responses out of 37 (59%)

RESPONSE METHOD

Email link: 0 responses out of 22

Open access: 22 responses out of 22

Your survey results by Indicator

As can be seen below, Peterlee Town Council outperforms IIP accredited organisations of a similar size across approximately half of the Investors in People Framework, particularly in respect of 'Recognising & Rewarding High Performance' and 'Building Capability'. Areas for improvement perhaps unsurprisingly point to the Indicators relating to 'Living the Organisation's Values & Behaviours' and 'Creating Sustainable Success', with these topics explored in more detail over the following pages.

Indicator summary

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree	Average Indicator Score	Difference from IIP Average
INDICATOR 1 Leading and inspiring people	36.4%	37.5%	12.5%	4.5%	1.1%	5.7%	2.3%	5.8	+0.2
INDICATOR 2 Living the organisation's values and behaviours	29.1%	41.8%	8.2%	15.5%	2.7%	1.8%	0.9%	5.7	-0.2
INDICATOR 3 Empowering and involving people	52.3%	34.1%	5.7%	2.3%	3.4%	2.3%	0.0%	6.2	+0.4
INDICATOR 4 Managing performance	44.3%	33.0%	6.8%	5.7%	3.4%	4.5%	2.3%	5.9	+0.1
INDICATOR 5 Recognising and rewarding high performance	37.5%	26.1%	15.9%	12.5%	4.5%	3.4%	0.0%	5.7	+0.5
INDICATOR 6 Structuring work	45.5%	45.5%	5.7%	1.1%	0.0%	1.1%	1.1%	6.3	+0.4
INDICATOR 7 Building capability	42.7%	38.2%	11.8%	2.7%	0.0%	1.8%	2.7%	6.1	+0.5
INDICATOR 8 Delivering continuous improvement	34.1%	39.8%	10.2%	8.0%	2.3%	5.7%	0.0%	5.8	+0.1
INDICATOR 9 Creating sustainable success	21.6%	42.0%	12.5%	12.5%	8.0%	3.4%	0.0%	5.5	-0.3

What your people told us

Leading

“We have 1:1’s with the Chief Officer/Town Clerk every fortnight. Even in the absence of a strategy/business plan, we still strive to make ongoing continuous improvements, under his guidance and informed by what the Councillors are looking for.”

“I’ve been undertaking formal management development. It’s been a big learning curve but I’m very happy with what I’ve learned. I’ve always put myself forward and enjoy a challenge. I’ll be over the moon if I can gain the additional qualification, as I’ve put a lot of work into it.”

“We have values such as ‘Personal Impact’ and ‘Working with Others’. They are technically the competency framework and we also have a Code of Conduct, which sets out the standards that people need to bring to their work. We try to bring the competencies to life through the way that we work and work with each other.”

“If something big was going on then we’d have a team meeting about it. When we had the restructure - that was a big organisational hiccup - it affected everybody, but no one lost out, whilst some gained as a result. The line managers we have now are spot on. It’s easy to access support.”

LEADING AND INSPIRING PEOPLE

The purpose of the organisation is clear, both when reviewing the website and when talking to people at all levels, with them conveying a strong sense of working in the local community for the benefit of residents. Whilst there is no formal organisational strategy/business plan, leaders are open about this and the practicalities/challenges of gaining the necessary political alignment and buy-in, which would be necessary to complete such a piece of work. As such, they legitimately challenge the additional value that the amount of effort which would need to be invested in this would bring, particularly given that at more of a tactical level, people consistently have a very good understanding of what needs to be achieved organisationally.

When reviewing the results of the on-line element of this reassessment, one can see that over 77% of respondents agreed or strongly agreed with the statement “My line manager motivates me to achieve my best”. As such, Peterlee Town Council outperforms the benchmark for liP accredited organisations of a similar size, by a margin of +0.4 in this respect.

Leaders and line managers evidence a clear appreciation of both the technical and soft skills that they need to manage and develop those in their charge. Furthermore, in many instances they have either undertaken or are currently undertaking formal learning and development to support them in acquiring and strengthening these skills.

LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

Leaders are also open and honest about the fact that the organisation does not have a set of stated values. Nonetheless, it is evident that when recruiting new members of staff, consideration is given to 'fit', and testing out the extent to which the individual is likely to be happy and fulfilled working for Peterlee Town Council.

In addition, people often describe the organisation's competency framework and extensive range of policies and procedures when asked about the values, feeling that these provide them with much more specific guidance about the behavioural standards expected by the organisation, rather than a set of words or statements which may be more difficult to interpret, or live on a day to day basis as consistently.

Nonetheless, when reviewing the results of the on-line element of this reassessment, one can see that over 22% of respondents disagree, or provide a more neutral response to the statement *"My organisation has clear values"*, indicating that not everyone feels that the competencies and guidance which exist equates to a clear set of organisational values. As such, Peterlee Town Council underperforms liP accredited organisations of a similar size by a margin of -0.6 in this respect.

EMPOWERING AND INVOLVING PEOPLE

Leaders provide examples of how job shadowing is used to augment formalised induction programmes alongside training and development, so as to ensure that people have access to the knowledge and information that they need to do their job successfully. People spoke very positively about the improvements that had been made to the induction process in recent years, and how this had been *"professionalised"*. More widely, it was evident that people from across different levels within the organisation all felt well supported with access to the knowledge and information they needed to do their jobs well.

Leaders describe how there is a cascade process, which ensures that information from SMT meetings is cascaded down into the different teams by the responsible managers, who in turn ensure that people have the opportunity to have their say on the topics which affect them and their work. People corroborated the fact that working relationships with line managers and leaders are, in the vast majority of instances, very constructive, and that they feel appropriately consulted over key developments which may impact or affect them and their work.

When considering the results of the on-line element of this reassessment, two aspects stand out as really positive here. Firstly, almost 82% of respondents agree or strongly agree with the statement *"I have a say in decisions which affect my role"*.

Secondly, the Theme of 'Making Decisions' was the organisation's highest performing overall, with over 86% of respondents agreeing or strongly agreeing with the statement *"I am trusted to make decisions in my role"*. As a result, Peterlee Town Council outperforms liP accredited organisations of a similar size by a margin of +0.4 in this respect.

Supporting

“Not having a strategic plan does have an impact on us. We feel stupid as we don’t know what the strategy is, and it becomes hard to envision what the longer-term future looks like, as its only informed by what you hear.”

“If I’m asked to do something then I do it, so I know what I’m responsible for on a day to day basis. I don’t know if a council strategy would change that for me, but there are some things that do need to be planned in advance.”

“I personally feel that we pay well. At the time of the last restructure roles were reviewed and some people received an increase. I’m satisfied with my salary.”

“Employees with 25 years’ service receive a gift to the value of £100. If people have had no sickness absence, then on their birthdays (start of the leave year), they receive a card and an additional three hours leave.”

“Last year we went to the Great Yorkshire Show. This was good. A team day looking at new machines etc. Opportunities such as this are limited because after all its taxpayer’s money, so you have to be grateful for them.”

“People have their fingers in different pies here, and when you need an answer quickly, then things can get lost in translation. It’s not an issue of ownership, but as pieces of work become bigger, more people seem to want to get involved. It’s well intentioned, but nonetheless I think we can lighten up a little bit here and recognise where we need to let people get on with things.”

MANAGING PERFORMANCE

It is very evident that people consistently know what is expected of them in their roles. They agree objectives via their annual appraisals, although as can be seen from the quotes provided above, some people feel that they would find greater clarity on the organisation’s own longer-term strategic objectives helpful. It is nonetheless apparent that line managers are investing appropriate time in managing people’s performance, and people confirm this in their interviews, providing a very consistent and positive description of the organisation’s appraisal process.

Nonetheless, some people said that they had not received any review within the past 6 months, and this is borne out by the results of the on-line element of this reassessment. Here we can see that just over 63.5% of respondents agreed or positively agreed with the statement *“I have discussed my performance with my line manager within the past 6 months”*, with over 22.5% disagreeing or offering a more neutral response, indicating the need for leaders to check to ensure that appraisal processes remain on track.

RECOGNISING AND REWARDING HIGH PERFORMANCE

Leaders provide a clear sense of how they monitor the organisation’s approach to pay and reward, endeavouring to maintain a distinction between local and national Living Wage levels and also ensuring that this remains in line with other Local Authorities. It is very evident when speaking to people that the organisation’s approach to pay and reward is applied consistently, and that people are typically very clear about the approach being taken, the rationale for this, and the policies, procedures and working practices which govern the organisation’s approach to pay & reward.

Leaders were also able to provide examples of how they seek to recognise people’s contribution and show that they value this, with a big part of this being about creating a supportive culture where people do feel valued, listened to and recognised for their contribution, even through a simple “thank you” at the end of the working day, for example. When examining the results of the on-line element of this reassessment, one can see the impact of this coming through very positively, with over 77% of respondents agreeing or strongly agreeing with the statement *“I get appropriate recognition for the work that I do”*. This results in Peterlee Town Council achieving a rating of 6.1 out of a possible 7 on the Likert scale, thereby outperforming liP accredited organisations of a similar size by a margin of +1.0.

STRUCTURING WORK

Leaders describe how job descriptions identify the specific accountabilities which pertain to each role. In addition, people are typically able to confirm that their job description makes clear what they are responsible for and avoids any duplication of effort between functions or individuals within the same team. Since the restructuring exercise that was carried out when the current Town Clerk came into post, there have been some ongoing adjustments made to the organisation of certain functions, and the roles and responsibilities within these, with the aim of ensuring that spans of managerial control remain optimal and to ensure the most efficient delivery of services, with a recent example of this being the Neighbourhood Services team.

A number of people reference the wide ranging suite of policies and procedures which have been put in place to assist people in understanding their obligations and to provide guidance where people need this when making decisions in relation to their work. It was certainly evident that, as a result, people felt suitably empowered in their work, yet also knew when and where they needed to seek additional input or authority before taking decisions or pursuing particular courses of action.

Overall, it is very evident that a lot of thought has gone into ensuring that the organisation’s structure enables it to deliver the services required of it in the most efficient and effective way, and that this continues to be kept under an appropriate level of review.

When examining the results of the on-line element of this reassessment, the Theme of ‘Designing Roles’ is the organisation’s second-highest performing overall, and that of ‘Enabling Collaborative Working’ is the third-highest, both achieving an overall rating of 6.3 out of a possible 7 on our Likert scale.

Improving

“People’s learning & development needs are identified and met via the appraisal. Any training courses or professional development that people want to undertake would be identified via these 1:1 discussions, and if there is any significant cost involved then this would need to be signed off by the Chief Officer. We have a Training & Development policy which includes a ‘pay back’ clause should the individual leave within a specified period. ”

“If we wanted any advice about progression then we would go to our line manager in the first instance. We don’t know of any sort of succession plan and many of us are of a certain age. We should therefore be investing in the employees we have who can succeed the people who will be retiring. A lot of the time the Chief Officer looks to go externally for jobs, but the fact is that we should be looking after the employees we’ve got. I understand his perspective, and it doesn’t impact many of us, but it’s those that really want to go above and beyond to get on that we need to be considering. ”

“There’s a genuine investment in training here. It’s always been there and we’ve all taken part in mandatory training and we try to make this fun. ”

“I do generate ideas but the level of support that you receive can vary dependent upon who your line manager is. Also if people haven’t been involved they can be precious about supporting you, and only become more open to this once they see your ideas working. But we still experiment, we’re not bothered if not all of our ideas work. ”

“Personally I don’t think that a sheet of paper (strategy) would be like some magic wand that would make a huge difference. I’ve seen other Town Clerks work on a vision but when it comes down to it, actions speak louder than words and I don’t think that a strategic plan would make a difference. We want to do the best with what we have for the people of Peterlee, and we all know how our work fits into this. ”

“The best thing about Peterlee Town Council is the people that work here, and the Town Clerk’s leadership is really good. He provides a lot of stability and is a very good motivator of people. He’s very positive. On the other hand decision-making needs to be improved. It’s not the senior management, but we need clearer timeframes for things.

The timeframes for decisions to be made within are nearly always extended or pushed out. In this respect, maybe a monthly or quarterly update from the Town Clerk would be good. A sort of state of the nation.”

BUILDING CAPABILITY

Leaders provide very clear and consistent evidence of ensuring that people's learning & development needs are being met. Furthermore, people corroborate the fact that they are personally involved in identifying their own learning & development needs, typically through the organisation's appraisal process, and also describe how good the organisation is at responding to and meeting their development needs.

When considering the results of the on-line element of this reassessment, two aspects stand out as really positive here. Firstly, almost 82% of respondents agree or strongly agree with the statement *“I have opportunities to learn at work”*. Furthermore, over 72.5% of respondents agree or strongly agree with the statement *“I make use of my organisation's learning & development opportunities”*.

Leaders are very aware of the fact that career advancement and progression can be challenging given the comparatively small size of the organisation, coupled with the stability of its workforce. As such there is a potential issue with being too explicit in promoting or discussing career progression within the organisation, as this risks over promising on something that often may not be able to be delivered. Instead leaders tend to focus on leveraging the factors that they know help to retain people in the organisation, such as providing flexibility within the employment experience.

Nonetheless, the upside is that these comparatively high levels of stability are helping the organisation to remain resilient in the face of the staffing crisis currently impacting on most employers in the UK. The area of hospitality has perhaps proven to be the exception to this rule, but the innovative work done on developing 'personas' to identify the type of individual the organisation wants to reach out to and recruit, certainly appears to have helped to enhance the effectiveness of current approaches to recruitment and selection.

DELIVERING CONTINUOUS IMPROVEMENT

Leaders are eager to point out the extent to which they invest in learning & development in order to support people within the organisation to grow and to become more effective in their work. It is very apparent that this is central to the culture which the Town Clerk has sought to develop since coming to Peterlee. A number of those who have worked at the Town Council for a number of years speak about the positive impact that this cultural change has had, alongside the higher levels of trust which the Town Clerk has built with elected Members, all helping to make the organisation much more effective nowadays. This was supported by leaders who spoke about the nature of the reporting arrangements now in place and the improvements which have been made to these over the past six plus years.

It is clear when speaking to people that they appreciate and understand the opportunity that the appraisal process gives them to improve their skills, and therefore leverage their performance and individual contribution, aided by the strong culture of supporting learning & development.

Overall, there is a clear sense that leaders welcome people thinking differently in response to opportunities, challenges and problems, and provide the type of environment within which people are free to share their ideas and suggestions. Nonetheless, whilst people felt that more senior leaders were very open to these, some expressed a view that levels of receptivity amongst middle managers and first line supervisors could be more mixed in their experiences.

CREATING SUSTAINABLE SUCCESS

In relation to this Indicator the absence of a strategic plan and a set of supporting organisational objectives is an interesting point to reflect upon. It is apparent that some leaders do not believe that this impacts upon the organisation's ability to deliver what it needs to for the people of Peterlee. However, on the other hand, for some people this impacts on their ability to plan more mid to longer-term work with any degree of certainty and can be a frustration when coupled with what they see as an often protracted decision-making process, which needs to be worked through with elected Members before they can begin to put in place more concrete steps and activities.

In addition, when reviewing the results of the on-line element of this reassessment, one can see that almost 32% of respondents disagree with the statement "*My organisation has a plan for the future*". As such, Peterlee Town Council underperforms liP accredited organisations of a similar size by a margin of -1.4 in this respect.

It is however evident that leaders seek to take a supportive stance in times of change, disruption and/or transition, and are very conscious of how such moments impact on people at more of a personal level. Once again however, views could be more mixed on this topic when people spoke of their own experiences of middle managers and supervisors, and their ability to keep them informed and supported in a timely and appropriate manner.

Overall, notwithstanding the debate about the merits or not of having a strategic plan, it is still nonetheless evident that leaders involve people, and give them the opportunity through regular meetings to have their say and to shape the organisation's activities, alongside the input from elected Members of the Town Council and other stakeholders, both in the local community and wider Local Authority.



Want to get in touch?

info@investorsinpeople.com



STADT NORDENHAM

Der Bürgermeister

Peterlee Town Council
Mr Rob Moore
Shotton Hall
Peterlee
County Durham
SR8 2PH
Großbritannien

Nordenham, 23.03.2023

Dear Mayor Rob Moore,
dear Ladies and Gentlemen,

I hope this letter finds you well. First of all, I want to thank you for all the exchanges, friendships, and activities which have taken place and that people told me about. I'm looking forward to visiting our twin town.

Before that, I want to invite you to visit Nordenham so that we can meet in person. As a result of Corona, all our town twinning activities with our partner cities had come to a hold, which is why I thought it would be nice to invite you, as well as the representatives of Saint-Etienne-du-Rouvray and Swinemünde. I'm looking forward to spending a long weekend with you, during which we can talk about the future of the twinning and enjoy some joint activities.

Herewith I invite you for the 06/01/23 – 06/04/23 to Nordenham.

We will have a balanced program of events (for example visiting the "Landpartie Garten & Ambiente"), as well as time for talks and brainstorming.
I would highly appreciate if you would be able to join us.

Best wishes.

Nils Siemen

