



**Corporate Policy and Performance Board**

**Tuesday, 4 January 2011 6.30 p.m.  
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink that reads 'David WR'.

**Chief Executive**

**BOARD MEMBERSHIP**

<b>Councillor Alan Lowe (Chairman)</b>	<b>Labour</b>
<b>Councillor Joe Roberts (Vice-Chairman)</b>	<b>Labour</b>
<b>Councillor Peter Browne</b>	<b>Conservative</b>
<b>Councillor Mark Dennett</b>	<b>Labour</b>
<b>Councillor Robert Gilligan</b>	<b>Labour</b>
<b>Councillor Diane Inch</b>	<b>Liberal Democrat</b>
<b>Councillor Kath Loftus</b>	<b>Labour</b>
<b>Councillor Paul Nolan</b>	<b>Labour</b>
<b>Councillor Ulfar Norddahl</b>	<b>Liberal Democrat</b>
<b>Councillor Ged Philbin</b>	<b>Labour</b>
<b>Councillor Kevan Wainwright</b>	<b>Labour</b>

*Please contact Ann Jones on 0151 906 3795 Ext. 1179 or e-mail [ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk) for further information.*

*The next meeting of the Board is on Tuesday, 22 February 2011*

**ITEMS TO BE DEALT WITH  
IN THE PRESENCE OF THE PRESS AND PUBLIC**

**Part I**

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<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
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***In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation rocedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.***

**REPORT TO:** Corporate Services Policy & Performance Board

**DATE:** 4 January 2010

**REPORTING OFFICER:** Strategic Director, Resources

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).

1.2 Details of any questions received will be circulated at the meeting.

**2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
- (ii) Members of the public can ask questions on any matter relating to the agenda.
- (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
- (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
- (v) The Chair or proper officer may reject a question if it:-
  - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
  - Is defamatory, frivolous, offensive, abusive or racist;
  - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
  - Requires the disclosure of confidential or exempt information.

- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

#### **7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**REPORT TO:** Corporate Services Policy and Performance Board  
**DATE:** 4 January 2010  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Executive Board Minutes  
**WARD(s):** Boroughwide

## **1.0 PURPOSE OF REPORT**

- 1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Executive Board and Executive Board Sub are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

## **2.0 RECOMMENDATION: That the Minutes be noted.**

## **3.0 POLICY IMPLICATIONS**

- 3.1 None.

## **4.0 OTHER IMPLICATIONS**

- 4.1 None.

## **5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **5.1 Children and Young People in Halton**

None

### **5.2 Employment, Learning and Skills in Halton**

None

### **5.3 A Healthy Halton**

None

### **5.4 A Safer Halton**

None

### **5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.



**APPENDIX 1**

**Extract of Executive Board and Executive Board Sub Committee Minutes relevant to the Corporate Services Policy and Performance Board**

**EXECUTIVE BOARD MEETING HELD ON 14 OCTOBER 2010:**

<b>EXB 57</b>	<b>CONTROL OF SEX ESTABLISHMENTS</b>
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The Board received a report of the Strategic Director, Resources, on the adoption of controls relating to sex establishments.

The Board were reminded that before 1982, there was no control over the operation of sex establishments (defined as sex shops and sex cinemas). In 1983, the Council adopted the provisions of the Local Government (Miscellaneous Provisions) Act 1982, and confirmed its policies and procedures in 2000 after consideration by the Council's Licensing Review Body.

The Policing and Crime Act 2009 had introduced new controls into the 1982 Act, which related to sex entertainment venues. The approach adopted by the Council to 'controlled dancing' under the old public entertainment licensing system as well as under the Licensing Act 2003 was analogous to proposed controls relating to sex entertainment venues. Controlled dancing referred to lap-dancing, striptease or any similar dancing. Details were set out at Appendix 3 attached to the report. Similar controls were proposed for sex entertainment venues.

RESOLVED: That Council be recommended to:

- 1) adopt Schedule 3 of the Local Government (Miscellaneous Provisions) Act 1982 as amended by the Policing and Crime Act 2009 – Control of Sex Establishments; and
- 2) adopt the consequential amendments to the Council's Constitution as set out in Appendix 2 attached to the report.

**EXECUTIVE BOARD MEETING HELD ON 18 NOVEMBER 2010**

<b>EXB64</b>	<b>LICENSING ACT 2003 STATEMENT OF LICENSING POLICY</b>
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The Board received a report of the Chief Executive on the adoption of a Statement of Licensing Policy.

A consultation exercise was authorised at the meeting of the Executive Board on 9 September 2010 (Minute EXB 37 refers) to review the Council's Statement of Licensing Policy. The consultation period ended on 15 October 2010 and the consultation draft of the Statement of Licensing Policy was attached at Appendix 1 to the report.

The Board were advised that only one response had been received from Cheshire Constabulary in support of its own proposed Cumulative Impact Policy as described in the report. The rules relating to Cumulative Impact Policies were set out in statutory guidance issued under section 182 of the Licensing Act 2003 and attached at Appendix 3 to the report for Members' information. Cheshire Constabulary had submitted a request to include a Cumulative Impact Special Policy in respect of the Victoria Square Area in Widnes.

The Board were reminded that the Council was under a duty to have an adopted Statement of Licensing Policy in place by 7 January 2011 together with a newspaper advertisement confirming the adoption prior to that date. Once adopted, the policy would remain in place for a three year period unless amended before that time. Any changes in legislation or in the Statutory Guidance would also override the policy.

RESOLVED: That Council be recommended to:

- 1) adopt the Statement of Licensing Policy as attached to the report; and
- 2) defer consideration of the Cumulative Impact Special Policy as proposed by Cheshire Constabulary.

<b>EXB65</b>	<b>MEDIUM TERM FINANCIAL STRATEGY</b>
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The Board received a report of the Operational Director, Finance on the Medium Term Financial Strategy.

The Board were advised that the Medium Term Financial Forecast (MTFF) set out a three-year projection of resources and spending based on information currently available following the Comprehensive Spending Review. However, as there was information yet to be received any revisions would need to be made as new information became available.

The projections in the forecast clearly showed there was need to make a significant level of savings over the next three years, and provided initial guidance to the Council on its financial position into the medium term.

The MTFF showed that in order to balance the budget there was a requirement to make significant cost savings of up to £20m in 2011/12 and £16m and £12m for the following two years respectively. In making these savings the Council would need to have in mind the objectives of the Medium Term Financial Strategy (MTFS) as set out in the report.

The Board were reminded that the MTFS represented the “finance guidelines” that formed part of the medium term corporate planning process. These guidelines identified the financial constraints that the Council would face in delivering its key objectives, and were an important influence on the development of the Corporate Plan and Service Plans and Strategies.

RESOLVED: That

- 1) the Medium Term Financial Forecast be noted;
- 2) the base budget be prepared on the basis of the underlying assumptions set out in the Forecast;
- 3) the Budget Strategy and Capital Strategy be approved;
- 4) the Reserves and Balances Strategy be approved; and
- 5) further reports be considered by the Executive Board on the budget.

#### **EXECUTIVE BOARD MEETING HELD ON 2 DECEMBER 2010**

<b>EXB 68</b>	<b>ANNUAL AUDIT LETTER</b>
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The Board received a report of the Strategic Director, Resources on the Annual Audit Letter 2009/10.

The Board was advised that the Annual Audit Letter summarised the findings from the 2009/10 audit completed by the Council’s External auditors. The Letter included messages arising from the audit of the financial statements and the results of the work that had been undertaken in assessing the Council’s arrangements to secure value for money in the use of its resources.

Mike Thomas, District Auditor attended the meeting and reported that the Council had achieved an unqualified audit opinion on the Council's financial statements in line with the statutory deadlines. In respect of the use of resources which determined how well the Council managed and used their financial resources it had been concluded that the KLOE (key lines of enquiry) scores reflected that the Council had satisfactory arrangements to secure economy, efficiency and effectiveness in its use of resources during 2009/10.

RESOLVED: That the Annual Audit Letter be approved.

<b>EXB69</b>	<b>DETERMINATION OF THE COUNCIL TAX BASE 2011/12 - KEY DECISION</b>
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The Board considered a report of the Operational Director, Finance on the requirement for the Council to determine the "Tax Base" for its area and the tax base for each of the Parishes.

The Council was required to notify the figure to the Cheshire Fire Authority, the Cheshire Police Authority and the Environment Agency by 31<sup>st</sup> January 2011. In addition, the Council was required to calculate and advise, if requested, the Parish Councils of their relevant tax bases.

The Board was advised that the Tax Base was the measure used for calculating the council tax and was used by both the billing authority (the Council) and the major precepting authorities (the Cheshire Fire Authority and the Cheshire Police Authority) in the calculation of their council tax requirements. It was arrived at in accordance with a prescribed formula representing the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent of Band "D" dwellings. Taking account of all the relevant information and applying a 99% collection rate, the calculation for 2011/12 gave a tax base figure of 38,200 for the Borough as a whole.

Reason(s) For Decision

The 'Tax Base' is the measure used for calculating the council tax and was used by both the billing authority (the Council) and the major precepting authorities (the Cheshire Fire Authority and the Cheshire Police Authority), in the calculation of their council tax requirements.

Alternative Options Considered and Rejected

None

Implementation Date

The Council was required to set the Council Tax Base by 31<sup>st</sup> January each year.

RESOLVED: That Council be recommended that

- 1) the 2011/12 Council Tax Base be set at 38,200 for the Borough, and that the Cheshire Fire Authority, the Cheshire Police Authority, and the Environment Agency be so notified; and
- 2) the Council Tax Base for each of the Parishes be set as follows:

<b>Parish</b>	<b>Tax Base</b>
Hale	733
Halebank	600
Daresbury	147
Moore	343
Preston Brook	345
Sandymoor	973

<b>EXB70</b>	<b>REVIEW OF THE COUNCIL'S GOVERNANCE ARRANGEMENTS</b>
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The Board received a report on the completion of the final stage in the process of adopting the Council's new model of governance in accordance with the Local Government and Public Involvement in Health Act 2007.

The Board were reminded that Section 62 of the Local Government and Public Involvement in Health Act 2007 amended the provision of the Local Government Act 2000, compelling local authorities to adopt one of two new governance models – either a 'new style' Leader and cabinet executive or a Mayor and cabinet executive

Following a formal public consultation process, the Council at its meeting on 20 October 2010 agreed proposals outlining the Leader and Cabinet Executive as its preferred governance model, which were attached at Appendix 1. Members also considered the option to incorporate a provision in the Constitution to allow for the removal of the Leader by resolution prior to the expiry of his or her term of office. Since then, the proposals had been published on the

Council's website as required. There had been no representations following this process.

In accordance with the Act, the Council was now required to resolve formally that the new model of governance, as set out in the proposals, be adopted with effect from the third day after the ordinary election of Councillors in May 2011.

RESOLVED: That Council be recommended to:

- 1) adopt the Leader with Cabinet model of governance, as contained in the proposals attached as Appendix 1 to the report, with effect from the third day after the ordinary election of Councillors in May 2011; and
- 2) a provision be incorporated in the Constitution allowing for the removal of the Leader by resolution.

<b>EXB71</b>	<b>MEMBERSHIP OF OUTSIDE BODIES</b>
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The Board received a report of the Strategic Director, Resources which advised them of changes to membership of Outside Bodies.

The list of Outside Bodies 2010/11 was submitted to and approved by full Council on 21 July 2010. Since then a review of the list had revealed a number of additional Bodies on which the Council had representation, but which did not appear on the approved list. In addition, one re-naming had taken place and two appointments had been amended.

RESOLVED : That Council

- 1) be recommended to approve the appointments to the additional Outside Bodies listed in Appendix A attached to the report, for the remainder of the 2010/11 municipal year with the amendment of Councillor Thompson as the representative on the Mersey Gateway Environment Trust;
- 2) be asked to note the re-naming of the North Cheshire Hospital Trust as the Warrington and Halton Hospitals NHS Foundation Trust and confirm that Councillor Kath Loftus continue as the Council's representative on that Outside Body; and
- 3) be asked to note that Councillor Harris had been nominated to replace Councillor Marie Wright as the representative on

the North West Regional Housing Board and the Liverpool City Region Housing and Spatial Planning Board.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 4 NOVEMBER 2010**

<b>ES45</b>	<b>TREASURY MANAGEMENT 2010/11 2ND QTR JULY – SEPT</b>
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The Sub-Committee received a report from the Operational Director – Financial Services on the Treasury Management 2010/11 2<sup>nd</sup> Quarter (July to September) which updated the Sub-Committee on activities undertaken on the Money Market as required by the Treasury Management Policy (TMP). The Operational Director reported on the current economic background based upon information supplied by the Council's treasury management advisors, and the economic forecast provided by Sector.

The report provided supporting information on the short-term rates, longer-term rates, temporary borrowing/ investments, longer-term borrowing/investments and policy guidelines. It was noted that all the policy guidelines in the TMP had been complied with, with the exception of the Approved Counterparty List. A deposit was placed with Natwest, the Council's own bank, which exceeded the deposit limit by £1.6 million for 1 day in July.

RESOLVED: That the report be noted.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 18 NOVEMBER 2010**

<b>ES 47</b>	<b>2010-12 HALF YEAR SPENDING</b>
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The Sub-Committee considered a report which summarised the overall revenue and capital spending position as at 30<sup>th</sup> September 2010.

In overall terms, revenue expenditure was below the budget profile by £3m, however, this was only a guide to eventual spending. It was noted that the Comprehensive Spending Review could mean that the funding gap was now predicted to increase over the next three years. As a consequence, the likelihood of early retirements and redundancies was increased, and some could take place in this financial year. These costs had not been included in the budget and would lead to the Council overspending its budget and thereby

reducing balances. This would reduce any flexibility in using balances to help with next year's budget.

In order to avoid this, Management Team had agreed that Directorates would take steps to limit spending this year by £500,000 each. As a result, £2m would become available to fund any redundancy costs and also increase any savings generated in this way.

In respect of spending on employees this was generally below the budget profile at this stage, partly due to:

- delays in filling vacancies following the organisational restructuring from 1<sup>st</sup> April 2010, particularly in ICT and Support Services;
- a number of vacant posts within the Council; and
- the 2010/11 budget included 1% for the pay award, however, employers had offered a zero increase and therefore budgets would now be revised.

Members noted that spending on agency staff was more at this stage of the year than was the case last year. Directorates had been advised to closely control spending on agency staff so that spending was limited to the absolute essential. Expenditure on Children's within-Borough Foster Care placements was below budget profile, although costs were expected to increase later in the year following a review of placement strategy.

It was also reported Community Care expenditure was currently below budget profile, however, costs falling within this budget were beginning to increase steadily and were therefore likely to be more in line with budget by year end.

In respect of income received it was noted that:

- the Building Control fee income was currently below budget profile due to the ongoing slow down in the construction industry and private sector competition;
- income from Open Spaces External Works was also significantly below the budget profile;
- highways income was above budget profile due to the increased income from the defects and charges to utilities arising from prolonged occupation of highways; and
- collection rates for both Council Tax and Business Rates were marginally higher than last year despite the economic downturn and continued to be above the average for North West Councils.



With regard to capital spending to 30<sup>th</sup> September 2010 this totalled £14.4m, which was 86% of the planned spending of £16.6m at this stage. However, this only represented 32% of the total revised capital programme of £44.4m (which assumed a 20% slippage between years). Members were advised that the main areas of programme slippage to date were in respect of Upton All Saints Primary School and Mersey Gateway Advance Land Acquisitions. Given the considerable reductions in capital spending announced in the Comprehensive Spending Review, Management Team had agreed to review the Council's capital programme.

It was reported that the Council's balance sheet which was monitored regularly in accordance with the Reserves and Balances Strategy and formed part of a Medium Term Financial Strategy. The key reserves and balances had been reviewed and were considered prudent and appropriate at this stage of the financial year. It was reported that further costs would fall on the Council in respect of equal pay claims. A reserve had been established over recent years, although it was not certain whether this would be sufficient to meet the future cost of such claims.

RESOLVED: That the report be noted.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 2 DECEMBER 2010**

<b>ES 56</b>	<b>LAND DISPOSAL – LIVERPOOL ROAD, WIDNES</b>
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The Sub-Committee considered a report which sought approval to dispose of an area of land to Halton Housing Trust (HHT) to enable the development of an Extra Care Housing Scheme for Older People. The HHT proposal was for a scheme on a Council owned site in Liverpool Road, Widnes.

RESOLVED: That subject to Homes and Communities Agency grant funding being secured by HHT to develop an Extra Care Housing Scheme, the area of land shown in the Appendix to the report, be sold to HHT on the terms reported.

**REPORT TO:** Corporate Services Policy and Performance Board  
**DATE:** 4 January 2010  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Halton Strategic Partnership Board minutes  
**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Halton Strategic Partnership Board relating to the meeting held on 29 September 2010 are attached for consideration.

**2.0 RECOMMENDATION: That the Report be noted.**

**3.0 POLICY IMPLICATIONS**

3.1 None.

**4.0 OTHER IMPLICATIONS**

4.1 None.

**5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

**5.1 Children and Young People in Halton**

None

**5.2 Employment, Learning and Skills in Halton**

None

**5.3 A Healthy Halton**

None

**5.4 A Safer Halton**

None

**5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE  
LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

**HALTON STRATEGIC PARTNERSHIP BOARD**

**Minutes of a meeting held on Wednesday, 29 September 2010 at the Bridge Suite, Stobart Stadium**

**Present:**

<b>Board Members:</b>	Councillor Rob Polhill	HBC
	(Chairman)	
	Nick Atkin	Halton Housing Trust
	Colin Billingsley	Job Centre Plus
	P Cain	Chamber of Commerce
	David Parr	HBC
	Dympna Edwards	Deputy Director Public Health
	Cllr Mike Fry	HBC
	Gerald Meehan	HBC
	Cllr Ron Hignett	HBC
	Chris Koral	Northwest Development Agency
	Jo Lappin	Government Office North West
	Matthew Roberts	Halton Voluntary Action
	Diane Sproson	Greater Merseyside Connexions Service
	Richard Strachan	Cheshire Police

**Advisors to the Boards**

Pat Audoire	HBC
Alasdair Cross	HBC
Shelah Semoff	HBC
Joanne Sutton	HBC
Lynn Derbyshire	HBC

Apologies for Absence: Mr A Burgess, D Dalby, Cllr D. Cargill, B. Edwards, T. Gibbs, R. Jones, R. Mackenzie, T. Parle and C. Wyatt

**17 MINUTES OF THE LAST MEETING AND MATTERS ARISING**

The minutes of the meeting held on 19 May 2010 having been printed and circulated were agreed as a correct record.

**18 VARIOUS GOVERNMENT ANNOUNCEMENTS AND UPDATE ON THE NEW ARCHITECTURE OF HALTON UNDER THE NEW GOVERNMENT**

The Board received a presentation from David Parr, Chief Executive, Halton Borough Council on the recent and proposed public sector changes under the new coalition government. The presentation was to promote a debate with the Partners to consider what would be the best way forward for Halton.

The Presentation was divided into the five priority areas for Halton as follows:-

## 1. Health Reform

- patient led NHS;
- Shift resources to promote better health outcomes;
- Revolutionise NHS accountability;
- Promote better health and reform social care.

It was reported that under the new proposals the Strategic Health Authority and the Primary Care Trust would be abolished by 2013 and a GP commissioning service would be established via a consortium. The rationale around the proposals was that the Government felt that GP's were closest to health care and therefore best placed to provide a commissioning service. This equated to approximately £80b nationally.

It was also reported that a GP event was taking place in November to explore the options for the future and build on what services are currently in place and how to deliver them in a different way. It was highlighted that the proposals could create some positive outcomes and Partners could influence the future debate on a way forward

The Partners were advised that the responsibility for public health and health promotion would be transferred to the Local Authority.

However, it was highlighted that Halton would be working closely with communities and GP's to minimise/prevent ill health

The revolutionising NHS Accountability proposal would give patients more choice and involvement in their health via a local Health Watch.

A Health Re-structuring chart NHS

It was agreed that this chart be circulated with the presentation to Partners.

## 2. Environment and Urban Renewal

- Change to National Planning Policy Statements;
- Abolish National Infrastructure;
- Likely abolish of Tenants Services Authority;
- Abolish NWDA/4NW;
- Revocation of Regional Spatial Strategy;
- Abolish Working Neighbourhoods Fund;
- Eco system services approach to National Environment;
- New Green Deal for Households and Businesses; and

- New Local Enterprise Partnerships.

It was reported that the BBC website had produced a list of Quango's that it was proposing be abolished. It was highlighted that there were no provisions in place to fill the gap should they be abolished. In addition, it was reported that there were no proposals to abolish arms length bodies.

In addition, it was proposed that Government Office North West (GONW) be abolished and the Chief Executive took the opportunity to thank Jo Lappin for the work undertaken by her during the last few years. He highlighted that there was no guidance on who would fulfil the role and advise locally on national guidance.

### 3. Children and Young People

- Greater autonomy for schools;
- Improved parental choice;
- More support for the poorest; and
- Whole system improvement.

It was reported that funding to the Local Authority to support schools would cease which would make it very difficult to support vulnerable pupils. The authority were currently looking at innovative ways to continue the support. Schools would receive funding and in effect would become small businesses contracting external providers etc.

It was also reported that parents could set up their own free schools. It was highlighted that this would not be suitable in Halton and the one size fits all approach would not work as Authorities have different needs.

### 4. Employment, Learning and Skills

- Replacement of Regional Development Agencies by city based Local Enterprise Partnerships;
- Rationalise of area based funding streams, new regional growth fund;
- Acceleration of welfare / work programme; and
- Shift to payment by results for contracted / commissioned adult skills and training provision.

It was reported that the new Regional Growth fund would be approximately £1b to support the whole country and they would take bids from anyone i.e private sector, Local Authority etc.

In respect of payments by results it was reported that payments would only be made if the individual stayed in employment after training for a specified time.

### 5. Safer

- Policing in the 21<sup>st</sup> Century – Re-connecting Police and the People;
- Increase democratic accountability;
- Remove bureaucratic accountability
- National framework for efficient local policing; and
- Tackling crime together.

It was reported that in respect of removing bureaucratic accountability it was proposed to have only one commissioner for the whole of Cheshire which comprised of approximately one million people.

The proposals represented a 25% funding reduction for police and the abolishment of community safety grants which would affect Police Community Support Workers.

The Partners were advised of the cross cutting issues, supporting self reliance, giving people power and encouraging people to take an active role in their communities. In addition it was reported that in respect of localism – the transfer of power from central government to local government there would be a need to support co-ops, mutuals, charities and social enterprises,

A presentation on the Big Society, which a Government Official had presented at a recent event attended by David Parr, was circulated at the meeting. It was noted that a new contract would need to be created with the community to create a less dependent culture which would subsequently lead to better services as the Authority would be doing less and better and the gap would be filled by people taking personal responsibility. An example of this would be if people did not drop litter, there would be no need to collect it and this would save a significant amount of money which could be used to enhance other services.

The following points arose from the discussion:-

- Concern was raised that the Primary Care Trust proposals would result in Halton receiving an outreach service;
- Concern was raised on the proposal to have one Police Commissioner to represent the whole of Cheshire and the implications of this was noted;
- In respect of a definition of volunteers – It was reported that there was a pilot scheme in Liverpool currently which was led by Mr Philip Redmond, whose aspiration was to use volunteers in order to enable museums and art centres to have longer opening hours. Other parts of the country were also piloting different schemes. It was noted that

localism would work better in some areas than others as some communities were more organised/better equipped than other to undertake voluntary work;

- It was noted that the transition period represented a challenging role for Elected Ward Members. It was also noted that the proposals represented a massive culture programme change and the Local people, partners and the Local Authority would need to drive the changes forward;
- It was noted that central government had recognised the need to maintain relationships with local government and the importance of having a point of contact to undertake this role;
- It was noted that the proposals created a new opportunity for the partners/key stakeholders to think differently and innovatively when delivering services in the Borough;
- The role media would play in communicating the new way of working was noted;
- It was suggested that a half day workshop be arranged for the partners to discuss options for a way forward for Halton and consider what is best for Halton under the new proposals;
- In relation to receiving funding from central government, the importance of re-enforcing the message that Halton was a vulnerable community was noted.

RESOLVED: That

- (1) the presentation be received;
- (2) David Parr be thanked for his informative presentation; and
- (3) A half day workshop be arranged for the Board to discuss the best way forward for Halton under the new proposals.

### **19 WNF REVIEW AND EVALUATION**

The Board considered a report which informed the Partners of the work undertaken by the SSP Boards to evaluate those projects funded by WNF grant and develop appropriate continuation or exit strategies. The final decisions on the future of projects could be made once funding allocations became clearer.

The Board was advised that the SSP Chairs had met on 15 September and had been presented with the project evaluation lists for all thematic areas. It had been agreed that detailed exit strategies for each project should be prepared and implemented if alternative funding could not be guaranteed.



Following a challenging debate it became clear that there are three overarching (cross-cutting) priorities that the partnership should focus on in the short term and until funding became clearer. The themes were suggested as follows:

- Alcohol harm reduction;
- Employment (aspiration, skills, jobs, NEET); and
- Safer communities.

It was reported that focussing on these three areas offered the greatest impact across all five thematic areas due to the cross cutting nature of the topics and would deliver the greatest impact and value for money.

In addition, it was reported that in the longer term, the Partnership must continue to be aspirational in their vision for Halton. The combination of long term goals and short term priorities offered the most flexibility to steer the Partnership through the challenges ahead. The emerging Sustainable Community Strategy was the mechanism for this to happen.

The Board was further advised that the financial position meant that contingency plans must be prepared and implemented without delay and the Partnership must undertake a comprehensive review of the projects underway.

In the short term the Partnership must be clear about the areas where it can effect greatest change with scarce resources. A targeted approach with a narrow focus upon cross cutting issues would deliver better outcomes in the short term than spreading resources across a wide range of activities.

An updated report was circulated at the meeting which outlined the outcomes of the discussion of the SSP's. It was reported that three priorities had been identified at the meeting on 15 September, Alcohol Harm Reduction, Employment (aspiration, skills, jobs, NEET) and Safer Communities. The Partners were asked to endorse the identified priorities. It was highlighted that this did not mean that other areas were not important.

Clarity was sought on whether WNF funds would be utilised to pay for any possible redundancies. In response, it was reported that a number of staff were funded via the WNF which finished next year. There had been an expectation that there would be an exit strategy for everyone. However, there would be a number of staff who maybe facing redundancy without an exit strategy in place and who had employment rights and it was considered to be prudent to use the underspend in the WNF to meet these legal obligations.

The importance of projects being delivered on time was noted. It was also noted that there maybe a tendency to invest in short term projects because of the funding implications. However, the importance of continuing to invest in longer term projects such as 3Mg and the benefits from doing so was noted.

RESOLVED: That

- (1) Partners consider their priority 'cross cutting issues' for the Partnership against which effort and resource could be directed to greatest effect if resources could be identified (the initial thoughts of the SSP Chairs are Alcohol Harm Reduction, Employment including aspirations, skills, jobs and NEET and Safer communities);
- (2) SSP Boards identify their priority interventions within their thematic area, drawing a clear focus on those issues that would make the greatest difference in Halton if they were addressed;
- (3) all possible alternative funding / delivery options (including mainstream funding) that would allow priority projects to continue should be examined by partners; and
- (4) for those WNF funded projects where continuation funding cannot be found detailed exit strategies must be developed and implemented immediately.

## **20 SCS CONSULTATION AND DISCUSSION**

The Board considered a report which sought approval to progress to public consultation on the draft Sustainable Community Strategy (SCS) during November 2010.

The Partners were advised that for the last three months the Partnership Drafting Group had met to develop the draft document. In parallel to the drafting process a detailed analysis of the evidence base had taken place, together with internal consultation within the Council and with partners via the Specialist Strategic Partnerships (SSPs\_ on the themes, visions, key objectives, challenges and priorities the partnership must deliver upon over the next 15 years. The new SCS would cover the period from 2011 to 2026.

The Board was further advised that final adopted strategy would contain a five year delivery plan that would set out in detail the policy responses the partnership intended to implement to tackle the challenges that needed to be faces. The financial climate is unclear and would remain so until after the Comprehensive Spending Review in October.

The Partners were also advised of the key dates in the drafting process from September 2010 – April 2011 when implementation began.

Partners were encouraged to forward any comments on the draft strategy to Tim Gibbs or Jo Sutton in the next two weeks. Two additional documents were circulated at the meeting, Halton's Sustainable Community Strategy 2011-2026 (draft) detailing the proposed content of the Strategy and an example containing graphics to show how the final Strategy could look.

RESOLVED: That

- (1) a final draft of the SCS be circulated via email to the Board for final comment and endorsement of the draft strategy for the purposes of consultation in October 2010;
- (2) the progression to public consultation on the emerging strategy during November 2010 be approved;
- (3) Partner representatives continue to attend the 'Partner Steering Group' meetings to shape the document; and
- (4) Partners submit 'success stories' to serve as short case studies within the new SCS which will illustrate the effectiveness of past interventions.

## 21 HALTON OBSERVATORY

The Board considered a report which informed the Partners on the progress of the Halton Observatory.

The Board was advised that the system was currently maintained by HBC's Research & Intelligence unit, together with an external company called Local Futures. The contract with local Futures would be coming to an end in December 2010.

The Board was further advised that the observatory had been reviewed both externally (by the [Centre of Local Economic Strategies](#)) and internally which suggested that the current observatory was playing a smaller role in supporting the research activities across the borough. HBC's research team had also made more partnership information available on the [www.halton.gov.uk/research](http://www.halton.gov.uk/research) site that was now the preferred resource for activities such as the state of the borough, the monthly R&I email, JSNA evidence etc. It also brought together national resources such as the Places Analysis Tool, Data4NR and National Statistics.

In addition, there were also a number of new developments; a new council website which could provide the opportunity to provide a new observatory site with a partnership branding, a new internet mapping system (ishare maps) and a regional local information system (DORIC).

With the Local Futures contract coming to an end it provided an opportunity to use an alternative provision and move away from the current observatory format.

RESOLVED: That

- (1) the Local Futures contract to provide the Halton Observatory not be renewed; and

- (2) the content of [www.halton.gov.uk/research](http://www.halton.gov.uk/research) site be continued to be developed in order to provide the observatory function.

## 22 ANNUAL REPORT FROM THE DIRECTOR OF PUBLIC HEALTH

The Board considered a report which outlined the key findings of the public health annual report. It also provided a commentary on the health of people in Halton and St Helens and an update on a key area of health policy. The NHS White paper suggested that local authorities would also have a lead in commissioning health improvement services including these programme areas.

The Annual Report of the Director of Public Health 2009/10 was circulated at the meeting.

The Board was advised that the key issues of the report were screening services and early intervention. The annual report included:-

- Screening in pregnancy (now much earlier), new born babies, cancer, diabetic retinopathy and abdominal aortic aneurysms;
- Surveillance – pandemic influenza, H1N1 ‘Swine Flu’, dental public health and national child measurement programme;
- Case finding- Chlamydia and health checks plus programme; and
- Set out recommendations from the 2008/09 report and a compendium of statistics relating clinical and health indicators.

Partners were encouraged to scrutinise the programme to ensure that health was being maintained in the future.

The Chairman took the opportunity to thank Fiona Johnstone, Director of Health Strategy for the work she had undertaken during her time on the Board.

It was reported that a new pregnancy screening test was available. It was noted that the challenge with the test was that it had to be done at an earlier stage, within 11 weeks of pregnancy.

It was noted that alcohol harm reduction remained to be a high priority and was included in the annual report. It was suggested that the Board receive a report on the impact of alcohol misuse to a future meeting. In light of the Scottish Parliament not being successful in achieving a minimum pricing on alcohol the challenges surrounding alcohol harm reduction was noted. In addition, the high percentage of alcohol misuse in the Borough was noted.

As a result of the discussion in relation to alcohol harm, it was suggested that the workshop also consider ways of making people in the community taking ownership of their health.

RESOLVED: That the report and comments made be noted.

**23 HALTON AND ST HELENS VOLUNTARY & COMMUNITY ACTION**

The Board received a verbal report from Matthew Roberts which reported on the merge between Halton and St Helens CVS. It was reported that the two organisations would merge and share offices and operate at a sub regional level as a more sustainable organisation and offer services across Halton and St Helens. St Helens CVS had approved the merger at its AGM and Halton would be considering it on Friday 1<sup>st</sup> October 2010. It was highlighted that a very different voluntary sector would emerge over the next few years. The merge had also not been a 'knee jerk reaction' to the government's proposals but had been under discussion for 18 months.

RESOLVED: That the verbal report be noted.

**24 HSP ECONOMIC DOWNTURN HOUSING EXAMPLES**

The Board considered a report which gave Partners an update on the responses received from local housing providers on the responses they have developed in respect of the local economic downturn across the Borough.

The Board was advised that at the meeting on 18 November 2009, consideration had been given to the response to the emerging economic downturn. Partners were asked to gather examples of any initiatives / joint working that was felt to be useful for sharing with other partner agencies and / or promote increased levels of joint working opportunities.

It was reported that despite a number of recent successes in drawing new business and employment opportunities to the Borough, the effects of the economic downturn were impacting on all aspects of life in Halton. This was showing in numerous different ways as follows:-

- Increases in unemployment in some areas;
- Pressures on local businesses;
- Increasing numbers of repossessions;
- Pressures on the homeless service;
- Significant pressures being placed on advice agencies with people finding themselves in situations they've not experienced before;
- Increasing numbers of benefit claimants;
- Increasing numbers of unsuccessful benefit claimants; and
- Increased pressures on agencies whose role is to support people in such circumstances.
- The Board was further advised of examples of the type of activities that had been undertaken either by individual agencies or cross partnerships to help mitigate the downturn.

RESOLVED: That the report be noted.

**25 2001 CENSUS**

The Board considered a report which informed the Partners on the 2011 census.

It was reported that the amount of money Halton had to spend on services over the next ten years was directly influenced by how many people were counted in the borough, and the information the Government receive on the needs of Halton's many residents and communities.

Census Day would take place 27 March 2011. Questionnaires would be delivered to households by the Royal Mail. Households could either complete the questionnaire on paper or online. Special Enumerators would also deliver questionnaires to communal establishments and households where postal delivery was not possible or planned.

Follow up door to door visits, by census collectors, would also take place for those households with non-returns.

The Board was further advised that data processing had been outsourced to Lockheed Martin. This would involve questionnaire printing, providing a customer contact centre and data capture and processing.

It was reported that the amount of money Halton had to spend on services over the next 10 years was directly influenced by how many people were counted in the Borough and the information government obtained on the needs of Halton's many residents and communities.

It was therefore vitally important that as many people as possible completed the census as the Office for National Statistics estimated that each person counted in the census was worth £5,000 to the Local Authority over 10 years. This means that an undercount of just 100 people could equate to Halton missing out on £500,000 worth of funding.

The Partners were advised that if they had any questions or queries they could contact Rob McKenzie.

RESOLVED: That

- (1) Partners and the wider Partnership help to make the 2011 Census a success by briefing their organisations on the importance of the 2011 census; and
- (2) To make sure positive messages are communicated to staff and to encourage those staff to communicate these messages to the public. A high response rate will benefit all organisations within Halton as census population statistics have a direct bearing on the government support Halton receives to fund public services; their accuracy depends on getting the highest possible response rates in all partnership areas.

The Board considered a report which outlined the State of the Borough report.

The Board was advised that the State of the Borough report provided an evidence base for the Sustainable Community Strategy and the Core Strategy. It gives the key messages and provided pointers to where more detailed data could be obtained. The Sustainable Community Strategy is based on the socio-economic profile of the borough and listening to the views and aspirations of the local community. It sets out the steps that needed to be taken to bring about real improvements that would change lives for the better. In particular there was a need to achieve real progress on five strategic themes:-

- A Healthy Halton;
- Halton's Urban Renewal;
- Halton's Children & Young People;
- Employment, Learning and Skills In Halton; and
- A Safer Halton.

RESOLVED: That the report be adopted as the evidence base for major policy and strategy work.

## **27 MY HALTON UPDATE**

The Board considered a report which gave information on the upcoming 'My Halton' event.

The Board was advised that the main focus of the day would be the information and fun activities taking place at the Stobart Stadium Halton. There were plans to have some services out and about in the borough across Runcorn and Widnes so that lots of people could see the range of services available in Halton. The event would be taking place from 12pm until 4pm on Friday 29 October 2010 (half-term week).

The Board was further advised that the event would be marketed widely to the public using flyers and posters circulated around the borough, on the Internet, advertisements in the local press in the run-up to the event and via press releases and newsletter articles.

The Authority were also looking to involve a radio station on the day; both for publicity and for providing fun activities and to involve people on the day itself.

It was reported that the Authority would like partners support to help publicise the even in the run up to the day to ensure that as many people as possible attended the event. Sample magazine / newsletter articles and flyers and posters available from early October. Partners were also encouraged to join in the event.

RESOLVED: That

- (1) the event be noted; and
- (2) Partners support the event again this year.

## **28 CORE STRATEGY**

The Board considered a report which sought to provide an update on the progress made on the Halton Core Strategy since it was last reported to the Board in February of this year. The report also informed the Partners of the next stages in the process towards the adoption of the Core Strategy, currently programmed for December 2011.

The Board was advised that the report highlighted the progress made to date on the Core Strategy and discusses the next steps in the process towards the adoption of the document. The Core Strategy was now entering its final stages of production and it was therefore critical that the commitment to the production of the document from the Board was maintained.

RESOLVED: That the next steps in producing the Core Strategy be noted.

## **29 CHILD AND FAMILY POVERTY UPDATE**

The Board considered a report which outlined the progress and developments since the previous report in November 2009.

The Board was advised that the key milestones over the next six months were as follows:-

- The publication of a Liverpool City Region Needs Analysis incorporating an overview and six district based chapters.- October 2010;
- The adoption of an overarching Liverpool City Region Child and Family Poverty Strategy - December 2010; and
- The drafting and adoption of a local strategy for Halton to meet the requirements of the Act - March 2011.

The Board was further advised that the Child & Family Poverty Group would start work very soon on drafting the local child & family poverty strategy, incorporating the local findings of the needs assessment and consult over the winter months with wider partners and local communities. It was reported that one option may be to adopt a 'Total Place' approach to the whole issue of tackling primary causes as well as dealing with the inevitable consequences of child poverty.

It was reported that the whilst poverty could be measured by income, it was a much broader issue and included service poverty and participation poverty.



The Partners were encouraged to attend any future events relating to child poverty.

RESOLVED: That Partners engage in the consultation process with regard to the Halton Child & Family Poverty Strategy.

### **30 WNF FINANCIAL SUMMARY UPDATE**

The Board considered a report which gave an update on the latest spend profile for WNF and drew attention to other financial matters.

The Board was advised that the attached spreadsheet showed the SSP WNF spend up to 7 September 2010, expenditure for quarter 1 of the 2010-11 financial year with some early expenditure for quarter 2 also included in the overall figure.

The Board was further advised that the spend profile currently was showing 24.3% of the 2010-11 revised allocations which was quite high compared to previous years and showed the continued monitoring by colleagues across the Partnership.

It was reported that there had been a substantial amount of slippage from the 2009-10 financial year. The carry over had to be spent before current expenditure could be shown on the Council's financial system. In light of the recently announced cuts to Government grant funding and the proposed cuts were attached at Appendix B to the report. The total reduction in available funding compared to previous expectation is £1.2m.

In conclusion, the Board was advised that currently spending was according to profiles and would be monitored to ensure it remains as such. It was reported that any current slippage would no doubt be reclaimed by central government and the Partnership should work to ensure that allocated funds were spent to the benefit of Halton residents.

RESOLVED: That the contents of the report be noted and actioned as appropriate.

### **31 MERSEY GATEWAY UPDATE**

The Board received the Mersey Gateway Submission to the Spending Review for information.

RESOLVED: That the report be noted.

*Meeting ended at 11.44 a.m.*

**REPORT:** Corporate Policy and Performance Board

**DATE:** 4 January 2011

**REPORTING OFFICER:** Strategic Director Corporate and Policy

**SUBJECT:** Corporate Services Policy and Performance Board  
Work Programme 2009/10

**WARDS:** Boroughwide

## **1.0 PURPOSE AND CONTENT OF REPORT**

1.1 This report is the first step in developing a work programme of Topics for the Board to examine in 2011/12. While the Board ultimately determines its own Topics, suggestions for Topics to be considered may also come from a variety of other sources in addition to Members of the Board themselves, including members of the Council's Executive, other non-Executive Members, officers, the public, partner and other organisations, performance data and inspections.

1.2 The key tasks for Board Members are:

- to suggest and gather Topic ideas on issues relevant to the Board's remit:
- to develop and prioritise a shortlist of possible Topics for examination in 2011/12, bearing in mind the Council's agreed selection criteria (Annex 1):
- to decide on a work programme of 2 or 3 Topics to be undertaken in the next municipal year.

## **2.0 RECOMMENDED: that the Policy and Performance Board**

**(1) Put forward and debate its initial suggestions for Topics to be included in the Board's 2011/12 work programme**

**(2) Develop and informally consult on a shortlist of its own and others' 2011/12 Topic suggestions ahead of the Board's meeting on 22 February 2011 bearing in mind the Council's Topic selection criteria**

**(3) Decide at its February 22 2011 meeting on a work programme of 2 or 3 Topics to be examined in 2011/12.**

## **3.0 SUPPORTING INFORMATION**

Annex 1 – Topic selection checklist

## OVERVIEW AND SCRUTINY WORK PROGRAMME

**Topic Selection Checklist**

This checklist leads the user through a reasoning process to identify a) why a topic should be explored and b) whether it makes sense to examine it through the overview and scrutiny process. More “yeses” indicate a stronger case for selecting the Topic.

#	CRITERION	Yes/No
<b><i>Why? Evidence for why a topic should be explored and included in the work programme</i></b>		
1	Is the Topic <b>directly aligned with and have significant implications for at least 1 of Halton's 5 strategic priorities &amp; related objectives/PIs, and/or a key central government priority?</b>	
2	Does the Topic <b>address an identified need</b> or issue?	
3	Is there a <b>high level of public interest or concern about the Topic</b> e.g. apparent from consultation, complaints or the local press	
4	Has the Topic been <b>identified through performance monitoring</b> e.g. PIs indicating an area of poor performance with scope for improvement?	
5	Has the Topic been <b>raised as an issue requiring further examination through a review, inspection or assessment, or by the auditor?</b>	
6	Is the Topic area likely to have a <b>major impact on resources or be significantly affected by financial or other resource problems</b> e.g. a pattern of major overspending or persisting staffing difficulties that could undermine performance?	
7	Has some <b>recent development or change</b> created a need to look at the Topic e.g. new government guidance/legislation, or new research findings?	
8	Would there be <b>significant risks</b> to the organisation and the community <b>as a result of <u>not</u> examining this topic?</b>	
<b><i>Whether? Reasons affecting whether it makes sense to examine an identified topic</i></b>		
9	<b>Scope for impact</b> - Is the Topic something the Council can actually influence, directly or via its partners? Can we make a difference?	
10	<b>Outcomes</b> – Are there clear improvement outcomes (not specific answers) in mind from examining the Topic and are they likely to be achievable?	
11	<b>Cost: benefit</b> - are the benefits of working on the Topic likely to outweigh the costs, making investment of time & effort worthwhile?	
12	<b>Are PPBs the best way to add value</b> in this Topic area? Can they make a distinctive contribution?	
13	Does the organisation have the <b>capacity</b> to progress this Topic? (e.g. is it related to other review or work peaks that would place an unacceptable load on a particular officer or team?)	
14	Can PPBs contribute meaningfully given the <b>time</b> available?	

**REPORT TO:** Corporate Services Policy and Performance Board

**DATE:** 4<sup>th</sup> January 2011

**REPORTING OFFICER:** Strategic Director, Environment and Economy.

**SUBJECT:** Runcorn Indoor Market Petitions

**WARDS:** Mersey

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

- 1.1 To advise Members that two petitions in respect of Runcorn market have been received.

### **2.0 RECOMMENDATION: That the Board**

- (1) Notes that the petition has been received
- (2) Notes that the Executive Board has approved the closure of Runcorn Market Hall with effect from 31<sup>st</sup> January 2011
- (3) Notes the ongoing work that is taking place to relocate Runcorn market traders

### **3.0 SUPPORTING INFORMATION**

- 3.1 The Executive Board approved the closure of the Runcorn Indoor Market on 4<sup>th</sup> November 2011.
- 3.2 The Council has received two petitions in respect of the Indoor Market. The first asks for the decision to close the market to be reconsidered. 484 signatures were received. The second specifically refers to the café. 730 signatures were received. The petitions have been logged and a response has been sent to the individuals who submitted them.
- 3.3 As previously reported, unfortunately the Indoor Market is not commercially viable. For this reason, the Executive Board agreed to the closure.
- 3.4 A number of meetings and discussions have taken place with those traders that wish to continue. A number of options have been considered including taking space on the street market, relocating to Widnes Market and possibly moving to shop units either in Runcorn Town Centre or Halton Lea. Traders have been advised that for those properties in Council ownership, consideration would be given to a stepped introduction to rates and rents

### **4.0 POLICY IMPLICATIONS**

- 4.1** The Corporate Plan ‘Directing and Developing Resources’ chapter makes it clear that the council must be increasingly efficient. It says ‘the emphasis is very much on shifting to using resources “smartly” and to use efficiency savings to fund investments in front-line services.’ The provision of the markets is very much a front line service but the degree on which it makes a loss has ultimately impacted on its long term viability.

## **5.0 OTHER IMPLICATIONS**

- 5.1 There are no other implications

## **6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES**

### **6.1 Children and Young People in Halton N/A**

None identified at this time

### **6.2 Employment, Learning and Skills in Halton**

The market is an area of employment for small businesses

### **6.3 A Healthy Halton N/A**

None identified at this time

### **6.4 A Safer Halton**

None identified at this time

### **6.5 Halton’s Urban Renewal**

The Community Strategy Urban Renewal key objective d is ‘to revitalise the town centres into dynamic, well-designed high quality commercial areas that can continue to meet the needs of local people, investors, businesses and visitors.’ The market was developed as part of previous regeneration of the town centre and does provide a facility in Runcorn Town Centre. Consideration is being given to how the Market Hall can be utilised in the future.

## **7.0 RISK ANALYSIS**

- 7.1 There are no associated risks in respect of the petitions received. .

## **8.0 EQUALITY AND DIVERSITY ISSUES**

- 8.1 Council officers are working hard to ensure that the impact on traders and customers alike is kept to a minimum. Indeed, it is hoped that the relocation of some of the traders within the Town Centre will support an increased footfall, so that the services and merchandise provided by traders continue to be accessible.

## **9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT**

9.1 None under the meaning of the Act. However the petitions are held on Floor 5 of the Municipal Building

Contact Officer: Wesley Rourke

**REPORT TO:** Corporate Services Policy and Performance Board

**DATE:** 4 January 2011

**REPORTING OFFICER:** Strategic Director -Resources

**SUBJECT:** Sickness Absence – 2<sup>nd</sup> quarter 2010/2011

**WARDS:** Borough-wide

### 1.0 PURPOSE OF THE REPORT

- 1.1 To provide a report on the number of working days lost in the 2nd quarter of 2010/11.
- 1.2 To report on comparative data from 2<sup>nd</sup> quarter of 2009/10

### 2.0 RECOMMENDED:

- (1) That the content of the report be noted; and
- (2) The Board continue to receive regular monitoring reports on sickness absence.

### 3.0 SICKNESS DATA

- 3.1 The breakdown for the 2nd quarter of 2010/11 for each directorate is set out below;

Directorates	Total number of staff	FTE	Total no. days lost 2 <sup>nd</sup> quarter (July - September)
Resources	572	529.65	1397
Environment	673	506.42	1813
Adults & Community	1206	791.04	3408
CYP non schools	439	395.55	1433
Primary Schools	1411	919.86	1660.50
Secondary Schools	1158	802.36	1355.5

- 3.2 The cumulative number of working days lost, due to sickness absence, per employee, at the end of the 2nd quarter 2010/11 is 4.59 as

compared to 4.84 days per employee for the same period in 2009/10, a slight improvement.

### 3.3 Number of periods of absence by range of days

	1 day	2-7 days	8 -14 days	15+ days	Total no. of periods of absence	Total days lost
Resources Environment & Economy Adults & Community Children & Young People non schools	106	130	16	36	288	1397
Primary schools	70	106	26	54	256	1813
Secondary schools	165	223	95	71	554	3408
	54	69	24	43	190	1433
	114	132	52	26	324	1660.50
	98	118	31	26	273	1355.5

3.4 Long term sickness absence is included in the overall calculation of working days lost for each directorate. Managers across all directorates are continuing to actively monitor employee absence with the support of the Employee Welfare Advisers.

## 4.0 OBSERVATIONS ON THE DATA

4.1 There has been a substantial decrease in the days lost due to work related stress across the Authority in this quarter. 582 days lost as compared with 1000.50 days lost in the 1<sup>st</sup> quarter 2010/11. Employees accessed appropriate support from occupational Health which assisted in their return to work. There were also slight decreases in days lost due to depression/personal stress in this quarter as compared to the first quarter of this financial year.

4.2 Time lost due to chest infections has substantially reduced since the last quarter reducing from 481 days to 297 days. Absence due to infections has also reduced. This was to be expected as we move into the summer quarter.

4.3 A slight decrease has taken place in absences due to heart/blood pressure and circulation. A decrease in stomach, liver, kidney and digestion related absences have also been noted. This is due to several long term absence cases being resolved.

4.4 Time lost to back problems and cancer have increased since the first quarter of the 2010/11.



## 5.0 COMPARISONS OF DATA –2009/10 and 2010/11

- 5.1 Due to the Council restructure in April 2010 it is not possible to make direct comparisons across directorates for the 2<sup>nd</sup> quarter 2009/10 and 2010/11 as Directorates have changed significantly. However comparisons can still be made across the Authority as a whole.
- 5.2 The number of occasions of absences between 1 and 7 days, and 15 + days have decreased this quarter as compared with the same quarter 2009/10 but absences of 8 to 14 days has increased. Further investigation is required to identify the reason for this.

### Periods of absence by range of days

2nd quarter	1 day	2-7 days	8-14 days	15+ days	Total no occasions
2009/10	679	871	209	259	2018
2010/11	607	778	244	256	1885

- 5.3 With regard to analysing the data for 2<sup>nd</sup> quarter 2009/10 and 2010/11 regarding the reasons for absence, the table below gives a few examples of categories where there have been increases in the days lost and some show significant reduction in the number of days lost. There has been a substantial increase in absence related to depression/anxiety and absences related to cancer. Days lost due to infections and work related stress has substantially decreased compared to the same quarter 2009/10

Absence reason	2nd qtr 09/10 days lost	2 <sup>nd</sup> qtr 10/11 days lost
Genito Urinary	413	729
Depression/anxiety	617	1180.50
Back and neck	591.5	794
Outside work injury	168	353.50
Cancer	137	494.50
Infections	1800.50	1021.50
Work related stress	701.50	582
Eye	370.50	310

- 5.4 Employee Welfare Advisers will continue to support managers in managing staff attendance as well as delivering refresher training on attendance management.

## 6.0 POLICY IMPLICATIONS

- 6.1 Sickness continues to be managed in accordance with the Council's Sickness Absence Policy.

**7.0 FINANCIAL IMPLICATIONS**

7.1 The continued management of sickness absence remains important as high levels of sickness increase the overall loss to the Council. The Council also has a responsibility to ensure appropriate support is provided to employees who suffer ill-health.

**8.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

8.1 The continued management of sickness absence remains important as high levels of sickness increase the overall loss to the Council. The Council also has a responsibility to ensure appropriate support is provided to employees who suffer ill-health.

8.2 A healthy workforce makes a positive contribution to achieving the Council's priorities.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 None under the meaning of the Act.

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 4 January 2011

**REPORTING OFFICER:** Strategic Director – Adults & Community

**SUBJECT:** Annual Report for Voluntary Sector Funding

**WARD(S)** Borough-wide

**1.0 PURPOSE OF THE REPORT**

1.1 To receive the Annual Report for Voluntary Sector Funding 2009/10.

**2.0 RECOMMENDATION: That:**

- i) The report be received
- ii) The Board comment on the delivery of voluntary sector services in receipt of core grant support from the Council.

**3.0 SUPPORTING INFORMATION**

3.1 The report examines the policy context for providing core grant support to the Voluntary Sector.

3.2 The report also looks at the benefits of supporting volunteering opportunities.

3.3 The report provides performance information on the eleven organisations Core Grant supported in 2008/09.

Cheshire Asbestos Victim Support Group	£13,300
Cheshire Halton & Warrington REC	£6,000
Cheshire Victim Support Area Scheme	£7,400
Halton District Citizens Advice Bureau	£139,000
Halton Voluntary Action	£55,903
Rape & Sexual Abuse Support Centre	£3,200
Relate Cheshire	£9,200
Runcorn Frodsham & District Mencap	£2,400
Samaritans of Warrington, Halton & St Helens	£4,000
Vision support	£8,200
Widnes & Runcorn Cancer Support Group	11,848
Total	£260,451

3.4 Case studies will be shared at the PPB meeting; given the confidential and sensitive nature of some of the services delivered they will not be delivered in advance

4.0 **POLICY IMPLICATIONS**

4.1 None at this stage.

5.0 **FINANCIAL IMPLICATIONS**

5.1 None. The grants awarded are within the budget allocated for 2010/11.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children & Young People in Halton**

The work delivered by Relate in preventing family breakdown, and offering counselling to teenagers, has a direct impact on those children and young people in the Borough.

The Youth Volunteer programme delivered by HVA (the V Project) is targeted at young people participating in their community.

The Samaritans is open to all age ranges and does receive calls from young people in the Borough looking for support.

Widnes & Runcorn Cancer Support group offer support to all members of families effected by the disease, encompassing young members of families.

6.2 **Employment, Learning & Skills in Halton**

The voluntary sector organisations have a significant reliance on volunteer time to deliver services. The organisations provide training opportunities for volunteers to enable the delivery of service and improve their skills and employability. The CAB in particular have experienced local volunteers gaining local employment as a result of the training and experience.

6.3 **A Healthy Halton**

Widnes & Runcorn Cancer Support have a major impact on the health and well being of our residents diagnosed and in remission from cancer, through the support, advocacy and therapies they are able to offer.

Cheshire Asbestos works with sufferers and their families to support them through the illness, offering welfare support and recreational breaks for the sufferers and their families.

Vision support provide a resource centre for visually impaired and offer home visits and welfare rights support.

6.4 **A Safer Halton**

Cheshire Victim Support provide support to victims of crime through to pre trial preparation and court attendances, which can be daunting for residents left vulnerable from crimes against them.

Cheshire, Halton & Warrington Race & Equality Centre work with minority groups in the Borough to contribute to a cohesive and integrated community in Halton. They offer support to individuals experiencing discrimination and will support in challenging discriminatory practice and help people through tribunal processes.

The Rape & Sexual Abuse Centre provides support to the victims of crime. The Centre provides an assessment necessary for criminal proceedings and follow on support for the individuals.

Mencap provides a community meeting point for disabled members in Halton, offering a safe environment for their clients to engage in community activity

6.5 **Halton's Urban Renewal**

None directly.

7.0 **Risk Analysis**

7.1 None directly. The PPB, however, will monitor that the grant is being spent appropriately and the Council and Halton's residents receive value for money.

7.2 The PPB will need to consider what funding is available in 2010-11 before any guarantees or decisions are made to commit funding to the future projects identified within this report.

8.0 **Equality and diversity issues**

8.1 To receive a grant, organisations have to demonstrate that acceptable equality and diversity policies are in place.

9.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

None under the meaning of the Act.



# Annual Report

2009/2010

## **Voluntary Sector Core Grant Funding**

**The Benefits to Halton from funding the  
Voluntary Sector 2009/2010**

## **Contents**

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## **3.1 Annual Report for Voluntary Sector Core Funding 2009-2010**

### **Application Process for Voluntary Sector Core Funding**

Voluntary Sector core funding is applied annually with applications assessed against funding criteria and considered by a Members Panel consisting of the Chair and Vice Chair of PPB and the Portfolio member for Voluntary Sector.

#### **Halton Borough Council's Funding Criteria**

As well as meeting the Councils Key priorities, groups must also meet the following specific criteria:

- Delivering in one, or more of the Council key priority areas.
- Networking and liaison with statutory and voluntary bodies within the Borough.
- Commitment to equal opportunities in service delivery.
- Accountability within the organisation.
- Effective management of paid/volunteer staff.
- Effective financial management.
- Examines to what extent the service is already being provided in the Borough, and demonstrates added value and additionally to the service thus avoiding duplication.
- Providing an accessible service (accessible meaning the ease with which the Community can access and use the service).
- Providing value for money.
- Being non-party political.
- Providing a quality service.
- Provides a service throughout Halton.
- Has considered other sources of funding.
- Has the ability to continue after the grant money has expired.

#### **Funding allocation for 2009/10**

In 2009/10 the Councils voluntary sector budget was £262,150.

£260,451 was allocated to Voluntary Sector Organisations as Core Funding Grants and the remaining £1,699 was held back for emergencies. As it remained unspent, following the Executive Board members decision, it was transferred to the Community Development grant scheme to benefit community groups in Halton. The benefits gained from this allocations will be reported in the Community Development Annual Report.

Organisations receiving under £5,000 report on activities on a 6 month basis and organisations receiving over £5,000 sign a Service Level Agreement and are monitored quarterly. All organisations receiving funding have regular monitoring meetings. Monitoring information is presented to PPB at mid and end of year, and monitoring reports are available for Members perusal in the members rooms. The Voluntary Sector Co-ordinator also works with the various organisations offering advice and support, often working in partnership on joint initiatives



**The table below details the core funding awards for 2009/2010**

Cheshire Asbestos Victim Support Group	£13,300
Cheshire Halton & Warrington REC	£6,000
Cheshire Victim Support Area Scheme	£7,400
Halton District Citizens Advice Bureau	£139,000
Halton Voluntary Action	£55,903
Rape & Sexual Abuse Support Centre	£3,200
Relate Cheshire	£9,200
Runcorn Frodsham & District Mencap	£2,400
Samaritans of Warrington, Halton & St Helens	£4,000
Vision support	£8,200
Widnes & Runcorn Cancer Support Group	11,848
Total	£260,451

## **Voluntary Sector Core Grant Supported Organisations** **Funding Profile 2009/2010**

Cheshire Asbestos Victims Support Group			
Halton Borough Council	£13,300	Fees & solicitors disbursements	£35,550
Core Funding		Donations	£10,877
		Memberships, Caravan & others	£4,254
		Total	£50,681

Cheshire Racial Equality Council		Cheshire Wide Service	
Halton Borough Council	£6,000	Capacity Builders %	£16,050
Core Funding		Equality & Human Rights %	£6,006
		Income generation	£4,763
		Total for Cheshire	£26,819

Cheshire Victim Support		Cheshire wide service	
Halton Borough Council	£7,400	Funds allocated to Halton from National Association Of Victims Support Schemes	£82,652
Core Funding		Police premises in kind (est)	£15,000
		Total	£97,652

Halton Citizens Advice Bureaux			
Halton Borough Council	£139,000	HM Treasury	£26,476
Core Funding		Dept Comm. & Local Gov	£4,050
		Extended Schools	£39,692
		DIT/Dept BERR	£106,736
		HBC Adult Learning Team	£13,300
		Legal Services Commission	£146,026
		N'hood Learning	£7,374
		Donation & Other Misc	£7,980
		NHS	£149,440
		Sure Start	£124,350
		WNF	£100,904
		Total	£726,328

Halton Voluntary Action			
Halton Borough Council Core Funding	£55,903	PCT core activities	£25,000
		Merseyside Comm Foundation – Grassroots prog	£1,445
		Donation - Legacy	£6,644
		Interest earned	£787
		Generated income - various	£19,075
		Generated income – room hire	£6,287
		Generated income – office sp.	£7,000
		Consultations	£3,000
		Big Lottery - Basis	£254,504
		HBC – DAATS Project	£11,000
		Home office – safer homes	£28,000
		HBC – safer homes	£5,000
		HBC – volunteer strategy proj.	£25,000
		Home office – vol. Man. Proj.	£17,000
		Russell commission – v proj.	£80,000
		HBC – Network & Comms.	£21,000
		St Helens CVS. - Links	£121,683
		HBC – PQASSO grp. support	£7,000
		HBC health – VSCP training	£47,301
		St Helens CVS – VSCP train.	£2,785
		Synergy – YAT team events	£1,000
		GMCP – YAT team events	£8,000
		HBC – Children’s workforce	£42,337
		NAVCA – Grant for child WFD	£2,000
		HBC health – capacity build.	£56,739
		Total	£799,587

Rape & Sexual Abuse Centre			
Halton Borough Council Core Funding	£3,200	BBC Children in Need	£12,000
		St Helens & Halton PCT	£15,000
		Home Office	£5,000
		Victims Fund	£10,000
		Community Safety	£20,000
		Total	£62,000

Runcorn & Frodsham MENCAP			
Halton Borough Council Core Funding	£2,400	Generated income, Grants & Donations	£14,068
		Total	£14,068

Relate			
Halton Borough Council Core Funding	£9,200	Cheshire Wide Service Donations	£9,200
		Total	£9,200

Samaritans		Cheshire Wide Service	
Halton Borough Council Core Funding	£4,000	Grants	£3611
		Donations & Gifts & Fundraising	£6137
		Total	£9,748

Vision Support		Cheshire and North Wales Service	
Halton Borough Council Core Funding	£8,200	Halton & St Helens PCT	£16,988
		HBC Adult Services	£25,200
		Neighbourhood Learning	£6,252
		Total	£48,440

Widnes & Runcorn Cancer Support Group			
Halton Borough Council Core Funding	£11,848	General Grants	£20,000
		Primary Care Trust	£21,189
		Restricted Grants	£7,121
		Donations	£14,068
		Fund Raising	£9,365
		Interest	£100
		Total	£71,843

The total amount of funding levered in from external sources for core grant supported organisations in 2009/10 = **£1,916,366**

Total amount awarded from Halton Borough Council Voluntary Sector Core Funding 2009/2010 = **£260,451**

Hence, every **£1** the council awarded to core grant support Halton's Voluntary Sector organisations enabled a further **£7.36** to be accessed from other funding.

## Organisation Profiles

Please note that the information below is a brief synopsis of the information and monitoring for these organisations.

**Cheshire Asbestos Victims Support Group**  
**3/5 Fryer Street, Runcorn Cheshire WA7 1ND**  
**01928 576641**

**£13,300**

### **Access & availability**

- An open door advice service providing a minimum of 20 hours per week at 3/5 Fryer Street, Runcorn.
- Office opening times are from 9am – 1pm
- The paid member of staff works outside the office opening hours on casework
- Telephones lines are staffed from 9am – 1pm for work with ongoing clients and to receive referrals from other agencies. Plus a 24-hour answer phone service.
- Home visits, for housebound victims who request it, throughout Halton

### **Aims and objectives**

Advice and assistance is given on the benefits available to those suffering with an asbestos related disease.

Provide information on Asbestos and create awareness of the dangers of asbestos to the public in general.

Advice and assistance is given to families of those who have died as a result of an asbestos related disease.

The group provides a caravan in Wales for use by victims and their families for recreational breaks, they organise trips and have recently organised self-support meetings at the Runcorn centre.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Counselling hours	1,213	1,158
Welfare Rights obtained	£179,763	£132,612
Civil Claims etc DTER & benefits from abroad	£2,113,229	£3,335,779
Volunteer hours per year	1,832	2,193
No of volunteers over the year	14	14
Telephone enquiries	1,041	1,013
Personal visits to centre	156	105

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton

**Cheshire Halton & Warrington Racial Equality Council**  
**92, Watergate Street, Chester, CH1 2LF**  
**Tel: 01244 400730 Fax:- 01244 400 722**

£6,000

### **Access and availability**

Contact by phone 10am – 4pm Monday to Friday

### ***Aims and objectives***

To work towards the elimination of racial discrimination and promote equality of opportunity and good race relations

To this end REC works under 4 main areas of work

- 1 Race Discrimination Casework – this involves providing legal advice & assistance to individuals challenging racial discrimination & harassment
- 2 Policy Development – providing advice to the public, private and voluntary sectors regarding good equal opportunities practice. Also encourages adoption of CRE standards – Racial Equality Means Quality, Racial Equality Means Business & ‘Learning for All’ standard for schools.
- 3 Community Development – helping local community groups to become self-sustaining, establishing groups where none exist, developing consultation roles for local ethnic minority communities.
- 4 Public Awareness & Campaigns – providing general information on race issues to the public.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Attend HIAP Provider meetings	4	2
Local Criminal Board Consultation & Sub Group	3	4
Cheshire Chief Executive Advisory Group on Gypsies & Travellers	2	1
Casework	1 male	4 male 5 female
Number of hours undertaken in casework	116.5	150.5

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Halton’s Children & Young People
Employment, Learning & Skills in Halton

**Cheshire Relate**  
**Allman House, Langley Road, Northwich, Cheshire, CW9 8AW**  
**01606 350995**

**£9,200**

### **Access & availability**

- Relate operates appointment based counselling sessions in Runcorn, to cover all clients in Halton
- Telephone contact service 9am – 9pm Monday to Thursday, 9am to 4pm Friday

### **Aims and objectives**

Relate works in Halton to promote Health, Respect and Justice in Couple and Family Relationships. The Relate service in Halton creates the support systems that enable individuals and families to support themselves.

Relate believes good couple and family relationships form the heart of a thriving community.

The central office is in Northwich with a local delivery premise in Runcorn Halton. The service is supported by a team of 2 full time appointment secretaries, and by the apportioned time of the Director.

In Halton there are 5 voluntary counsellors and 1 part time paid counsellor.

There are 2 part time paid office co-ordinators and 2 voluntary evening receptionists.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Counselling hours	1239	1100
'Relateen' group hours	230	120
Volunteer hours per year	672	532
No of volunteers over the year	8	8
Telephone enquiries	1236	1318
Personal visits to centre	1239	1100

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Halton's Children & Young People

**Cheshire Victims Support  
Widnes Police Station  
Kingsway, Widnes, WA8 7QJ  
0151 495 3528**

**£7,400**

### **Access and availability**

- 8am to 8pm Monday to Friday local response system for supporting victims of crime.
- Witness Service – Help is available for witnesses throughout court trials.
- A national help line is available (0845 3030900) Weekdays 9.00 – 21.00, Weekends 9.00 – 18.00 and Bank Holidays 9.00 – 17:00.

### **Aims and objectives**

Victims Support aims to provide a comprehensive service to all victims of crime and their families, and to all witnesses, both prosecution and defence (especially those vulnerable and intimidated), attending Crown and Magistrates Courts.

Victims Support provides a Community Based Victim Support and Witness Service. It provides all volunteers with ongoing training, especially around new initiatives e.g. Dealing with Children and Young Persons and working with witnesses within the Video Link Rooms.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Volunteer hours per year providing counselling	956.5	968
No of volunteers over the year	12	7
Telephone enquiries & letters/e-mails/fax	1888	4188
Home visits seen	293	138
unseen (not at home when visited)	31	28
Pre Trail visits	245	272
Court Attendances	895	598

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Employment, Learning & Skills in Halton



**Cheshire Vision Support**  
**Halton Independent Living Centre, Collier Street, Runcorn, WA7 1HB**  
**01928 582944**

£8,200

### **Access & availability**

Cheshire Vision Support is an open door advice service providing, a minimum of 5 days per week at Halton Independent Living Centre. Opening times from 9.30am – 2.30pm supporting existing clients and, dealing with referrals from other agencies. There is also an out of hours answer phone service and a home visiting service, for housebound or socially isolated people who require it, throughout Halton.

Vision Support use a mobile resource unit that will be visiting venues in Widnes & Runcorn, e.g. shopping centres, medical centres, sheltered housing accommodation etc, where they might reach more people with a visual impairment.

A Tele-friending service, that contacts visually impaired people in Halton operates between 6 & 8 pm and is staffed by a team of trained volunteers.

On site IT training facilities with qualified trainers who work alongside clients to enhance and develop their computing skills.

Provide support to several clubs and social groups meet at the Independent Living Centre.

### **Aims and objectives**

Their aim is to enhance the quality of life, promote the continuing independence, and raise awareness of the needs of all visually impaired people throughout the community, irrespective of age.

People do not have to be registered blind or partially sighted to receive this service. RNIB survey found that only 23% of visually impaired people living in private households who are eligible to be registered as blind or partially sighted are in fact registered. Vision Support bridges this gap by offering support to all.

Halton pays for 25 hours of support worker time to visit service users in their own homes to enable individuals to obtain their rights and entitlements, by providing front line information, advice and representation service, which is confidential and free.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Clients visits to Resource Centre inc family visit	1,114	1,866
Telephone enquiries from service users & their families	853	923
Other agencies visits to centre	604	471
Other agencies telephone calls	826	1008
Home visits to new and existing service users	1,256	
Welfare Rights inc. DLA and back pay	£16,809	£18,074

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Employment, Learning & Skills in Halton

**Halton District Citizens Advice Bureau**  
**Unit 3, Victoria Building, Lugsdale Road, Widnes, WA8 6DJ**  
**0151 257 2443**

**Access and availability**

**£139,000**

By telephone on 08451 30 40 55 This is a local rate (not geographic) telephone number which allows the calls to be picked up from either the Widnes or Runcorn office .

Answer phone will accept messages during opening times, out of hours answer phone service gives information regarding opening time, with an exception for debt cases when messages can be left at any time.

Hours open to public; 10 – 1pm Monday, Tuesday, Wednesday, Thursday and Fridays.

Email – [advice@haltoncab.org.uk](mailto:advice@haltoncab.org.uk) Internet – [www.haltoncab.org.uk](http://www.haltoncab.org.uk)

CAB provide a minimum of 24 hours of open door access for advice and information per week, 12 hours in Widnes & 12 hours in Runcorn

Clients with appointments may be seen outside of the 'open door' office times

Home visiting service for housebound people in Halton is provided where possible.

**Aims and objectives**

- Provision of free, confidential, impartial and independent legal and practical advice on a wide range of issues e.g. Welfare Rights, Debt, Consumer, Employment, Housing, Immigration, Tax, Relationships, Health, Education and many other areas of law.
- It is the only agency in Halton to have the Specialist Quality Mark in both Debt & Welfare Rights & offer a free service.
- CAB also exercises a responsible influence on the development of social policies and services, both locally and nationally.

CAB receives many different streams of funding which are ring fenced to certain projects e.g. Children Centre & Specialist Debt workers.

**Monitoring information**

Activity	Yearly totals	
	2008/2009	2009/2010
Number of unique users	5144	8580
Number of cases worked on	6503	13,286
Information/Advice Given	13,088	12,286
Welfare Rights	£484,481	£405.129
Debt written off	£1,099,143	£1,441,475
Debt handled	£17,538.446	£19,588,391
Gains (employment)	£53,226	£53,110
Volunteer hours	8,706	7,582
Number of volunteers	26.5	16.5
Telephone enquiries	1,603	1181
Letter/email/fax	5,736	324
Home Visits	302	204
Tribunals attended	3	5
Court attendances	76	42

**HBC Priorities met by organisation**

A Healthy Halton

A Safer Halton

Halton's Children & Young People

Employment, Learning & Skills in Halton

**Halton Voluntary Action**  
**Sefton House, Public Hall Street, Runcorn WA7 1NG**  
**01928 592405**

**£57,000**

### **Access & availability**

- Providing an open drop-in service Monday – Friday between the hours of 9am to 4pm.
- Providing telephone answer phone facilities and appointment service outside these hours.
- Maintaining an E-access directory of voluntary/community groups in Halton and introducing production and distribution of a quarterly newsletter.

### **Aims and objectives**

- HVA is a Council for Voluntary Services (CVS) – a voluntary organisation which is set up, owned and run by local groups to support, promote and develop local voluntary and community action.
- Their goal is to make our local voluntary sector as strong, vibrant, effective and diverse as they can – strategic aims are:
  - To improve the capacity and quality of voluntary and community groups.
  - To provide support and develop individual volunteers and volunteer-involving organisations.
  - To facilitate liaison within the voluntary sector and with statutory and private organisations on behalf of volunteers, groups and organisations in the community
  - To support and promote local voluntary community action.
  - To promote best practice and be well managed, financially secure and quality assured organisation.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Individuals attended - Training / Activities	93	134
No of volunteer involved in HVA activities	2	2
No of volunteer hours	276.5	183.5
Information & Advice given / Telephone enquiries	4973	4618
Newsletter distributed	2746	2380
Volunteers recruited (for placements)	437	516
Number of groups accessing capacity building	48	45

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Halton's Children & Young People
Employment, Learning & Skills in Halton

**Rape & Sexual Abuse Support Centre (Cheshire & Merseyside)**  
**Old Police Station, Runcorn, Cheshire, Cheshire WA7 1DF**  
**01928 588523**

**£3,200**

### **Access & availability**

- A 5 day a week helpline.
- Counselling at either the Runcorn office, in the victims home, or at a suitable community location.
- A “response” team of volunteer support workers, and a paid crisis worker, able to respond quickly to the needs of people; helping them with the process of seeking medical advice and treatment, and reporting to the police.

### **Aims and objectives**

To provide support and advice to men, women and young people who have experienced any form of sexual violence, whether it happened recently or many years previously. They also offer support to non- abusing family members.

The services include counselling, group work and a telephone helpline.

They also provide specialist training for professionals and volunteers. All of the services that they provide are free.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
No of volunteers over the year	6	3.5
No of volunteer hours	500 +	627
Telephone calls to centre	760	617
Telephone calls identified as Halton	132	107

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Employment, Learning & Skills in Halton

**Runcorn Frodsham & District Mencap**  
**The Acorn Club, Laburnam Grove, Runcorn, WA7 5EX**  
**01928 722910**

**£2,400**

### **Access & availability**

- Regular planned activities through the week for a target client group – people with additional learning needs who may not attend a day centre.
- List of activities include :- Cooking and basic skills, keep fit, youth club, disco.
- They run a 3 week play scheme in the summer.
- They have a weekly bingo to provide activity and support fundraising.

### **Aims and objectives**

They provide a centre for education and social activities for people (adult & children), with learning disabilities. They also provide respite for their parents and carers.

They act as a focus group to improve services for people with learning disabilities.

The group strive to ensure that inclusion is paramount in their organisation and that people with a learning disability are active at all levels including the management committee.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
No of volunteers over the year	37	39
No of volunteer hours	3,744	3432
Personal visits to centre for activities	4,744	4750

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Employment, Learning & Skills in Halton

**Samaritans**  
**46 Arpley Street, Warrington, WA4 1LX**  
**01925 235000**

**£4,000**

### **Access & availability**

- 24 hour a day help line – The Council support the nearest local branch of the national organisation.
- The service is primarily a telephone contact service – however there is limited scope for people to visit the centre on an appointment service.
- Samaritans also have a five strong prison team who support the Listener Scheme in Risley Prison, attending fortnightly evening support meetings and ‘occasional suicide’ threat meetings.

### **Aims and objectives**

Samaritans are a local branch of a national organisation and a charity in their own right. They provide a confidential emotional support for people who are experiencing feelings of distress or despair, including those which may lead to suicide. The service is provided entirely by volunteers who are carefully selected, trained and supported.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Listening calls	12,839	12,636
Volunteer hours per year	8,000+	8200 +
No of volunteers over the year	58	57
Personal visits to centre	9	8
E-mails	471	534

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Halton's Children & Young People
Employment, Learning & Skills in Halton

**Widnes & Runcorn Cancer Support Group**  
**21-23 Alforde Street, Widnes, Cheshire, WA8 7TR**  
**0151 423 5730**

**£11,848**

### **Access & availability**

- The centre is open Monday to Friday between the hours of 10.00am to 3.00pm.
- Busom Buddies group meets on the first Wednesday of each month at Trinity Church Hall, Peelhouse Lane, Widnes, for patients with breast cancer.
- Outreach Service, known as the Hand in Hand group, at The Old Police Station on the 2<sup>nd</sup> Wednesday of each month at 7.30pm, open to any patient or carer, from any part of Halton, with any type of cancer.
- Out of hours answer phone service.

### **Aims and objectives**

- To provide support services for the people of Halton who are living with cancer.
- To extend those services to the carers and families of those living with cancer.
- To provide information and advice about cancer for the general public in Halton.

Services provided include information, advice, listening, sign-posting, emotional and psychological support, counselling is available by appointment. There are currently three self-help groups: The HUG club meets weekly, Bosom Buddies and Hand in Hand are outreach groups which meet monthly.

Services also include:

- Complementary therapies, Beauty Therapies, Art Therapies, The Bowen Technique and Reiki Healing sessions for patients and carers.
- Online support for those unable to attend the centre.
- The organisation now has a Respite caravan in Wales for service users.

### **Monitoring information**

<b>Activity</b>	<b>Yearly totals</b>	
	<b>2008/2009</b>	<b>2009/2010</b>
Counselling hours	121	42
Listening hours	1506	1374
Information centre - patients	127	138
Volunteer hours per year	4,066	4406
No of volunteers over the year	54	55
Information phone calls	127	145
Listening phone calls	449	510
HUGS club	983	1008
Hand in Hand	124	184
Busom buddies	358	333
Therapies and workshops	741	1455

<b>HBC Priorities met by organisation</b>
A Healthy Halton
A Safer Halton
Halton's Children & Young People
Employment, Learning & Skills in Halton

## **Activities & Events to Support Halton's Voluntary Sector**

### **Find..... Event Stadium on 17 November 2009**

The Find event was once again a well attended success held at the Stadium on 17 November 2009.

Members of Halton's Voluntary Sector were able to pick up expert help and advice from the 60+ stalls, staffed by 90 different voluntary organisations and statutory departments. The event was aimed at helping charities to run more effectively and hundreds turned out on the day.

Information was available on forging partnerships, volunteering and how to access the media.

There were also many stalls promoting health issues, healthy living choices and support groups.

It was also an opportunity for voluntary organisations to promote their activities on Halton Community Radio, which was there to record the event.

The recordings were aired on the Thursday afternoon community slots over the next month.

We ran a funding market at the event, which provided information and guidance on obtaining grants from Landfill tax, local enabling money from Community Development, Sport, Arts, Area Panels, Youth and Bursaries etc. The Lottery were also in attendance with information on Lottery funding including Awards for All.

Selection of comments from stall holders:

*"Thank you; please include us in your next event"*

*"Well organised – good mix of groups and people asking questions. Keep up the good work" - Equality Diversity Development Services.*

*"Well organised event, lots of chances to network, well done Lynda & co! (Cathy & Becky) – Peter Ventre*

*"The day was extremely beneficial for our charitable organisation; we have made several promising contacts" – Halton Carers Centre*

*"Well run event generating a warm and friendly atmosphere" – Windmill Hill Telematics*

*"I feel this is a great way to find out what is available out there in Halton and to pass on your own information to other agencies" - Community Bridge Building Team.*

*"Lots of people & organisations interested using community centres (Good News!!)*

*"Well worthwhile, a number of new contacts" Bob Wheat.*

*"Met some community groups who were unknown to me"*

*"Best event we have attended as a team – well attended, organised and managed"*

Selection of comments from public visiting the event:

*Comments include –*

*"Free men's health check good idea"*

*"Well organised and lots to see and discuss"*

*"Brilliant"*



*"Found a lot of useful information about local services & funding streams" "Very informative"*

*"I found the event extremely helpful"*

*"Good contacts made"*

*"Funding opportunities for our pre-school valuable information on how to complete forms"*

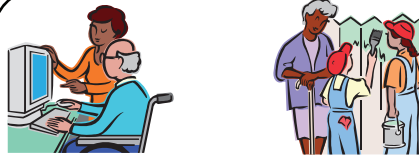




£1.5million of debt written off for Halton Residents



£19.6 million debt handled for Halton residents



19,999 Volunteer hours per year supporting service delivery  
The economic value of this contributions is  
\*£259,987



*"The economic value of volunteering is calculated on an average wage rate of £13.00 per hour based on the 2006 Annual Survey of Hours and earnings  
Source - Volunteering England*



A total of **3,093** face to face counselling hours have been provided covering issues ranging from:-  
\* Relationships \* Debt  
\* Isolation \* Cancer  
\* Homelessness \* Health  
If this service was paid for it would cost **£77,325**

Organisations have provided training for & activities

Activities total at least **9,417** hours



What did Halton get for its **£262,150** in **2009/10**

**24,150** people have accessed information and advice



525 volunteers recruited and placed by Volunteer centre



Respite breaks in caravans have been accessed for **69** weeks estimated cost benefit of **£34,500**



Free Holistic therapies for people who have cancer including:  
Bowen Treatment & Reiki  
Massage & Reflexology  
Beauty Treatments  
If this service was paid for it would cost **£11,760**



Organisations have dealt with a total of **13,649** Telephone enquires



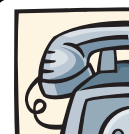
**1,159** Home visits to Halton Residents who are registered blind



£3.5 million in Benefit gains including:  
Welfare  
Rights  
Civil Claims



HBC provided funding for **297** volunteers to be involved in voluntary Organisations services



**12,636** Calls to Samaritans

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 4th January 2011

**REPORTING OFFICER:** Strategic Director Resources

**SUBJECT:** Performance Management Reports for Quarter 2 of 2010/11

**WARDS:** Boroughwide

### **1.0 PURPOSE OF REPORT**

To consider and raise any questions or points of clarification in respect of performance management reports for the second quarter of 2010/11 (to September 2010). The report details progress against service objectives/ milestones and performance targets, and describes factors affecting the service for:

- Policy & Performance
- Legal and Democratic Services
- Financial Services
- ICT & Support Services
- Human Resources
- Property Services
- Catering & Stadium
- Halton Direct Link

### **2.0 RECOMMENDED: That the Policy and Performance Board**

- 1) Receive the second quarter performance management report;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 Directorate Overview reports and associated individual Departmental Quarterly Monitoring reports have been previously circulated via a link on the Members Information Bulletin to allow Members access to the reports as soon as they become available. These reports will also provide Members with an opportunity to give advanced notice of any questions, points raised or requests for further information, to ensure the appropriate Officers are available at the Board Meeting.

3.2 Where a Department presents information to more than one Policy & Performance Board some reconfiguration of the reports has been actioned to reflect Board responsibilities as shown in the following papers.

3.3 The departmental objectives provide a clear statement on what the services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

3.4 For 2010/11 direction of travel indicators have also been added where possible, to reflect progress for performance measures compared to the same period last year.

#### **4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

#### **5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Directorate Overview report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

#### **7.0 RISK ANALYSIS**

7.1 Not applicable.

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

#### **9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Not applicable		

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	Policy & Performance
<b><u>Period:</u></b>	Quarter 2 – 1 <sup>st</sup> July to 30 <sup>th</sup> September 2010

### 1.0 Introduction

This monitoring report covers the Policy and Performance Department second quarter up to period end 30<sup>th</sup> September 2010. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which symbols have been used to reflect progress is explained within Appendix 6.

### 2.0 Key Developments

#### Strategic Policy Framework

The review of Halton's strategic planning framework has reached an important stage. The statutory plans (Sustainable Community Strategy 2011-26, Core Strategy, Local Transport Plan 3, and Waste Development Plan Document) are all at or approaching the consultation phase. The production of a Children and Young People's Plan is no longer a statutory requirement, but the Children's Trust has decided that it still requires a strategic framework for 2011, and work on the next Plan has commenced. There is a multitude of other essential strategies under production (for example: Digital Economy and Inclusion Strategy, Workforce Strategy, Equalities Scheme, Child Poverty, and the Confidential Reporting Code).

#### Inspection and Regulation.

Whilst the headlines are that CAA has been abolished, for the time being little else has changed. Substantial support is being provided by both the Policy and Strategy and the Performance and Improvement Divisions to prepare evidence for assessments and inspections. During September the Care Quality Commission inspected Adult Social Care. Evidence of performance was provided, case files were audited and policy support was provided to ensure that the policy framework was complete and up to date. The authority is also due for an "announced" Ofsted inspection of arrangements for safeguarding children and young people, and

preparations for this are in hand, reviewing performance management and the policy framework for the service. Support has been provided to Children's Services to inform their Annual Children's Services Assessment by Ofsted.

### **Other developments**

Further support has also been provided to maintain and enhance the performance and improvement culture across Children's Services; and to develop Customer Service Excellence across the Council. Work has also commenced with Children's Services to enhance performance information for the Team Around the Family (Locality Working) by geographically modelling available information to inform the future delivery of services.

### **Efficiencies**

The latest edition of Inside Halton was distributed with a 'Know your Councillor' pull out – this had previously been produced as a separate document by an external company funded by advertising support (including adverts from a number of council departments). The new version was produced at no additional cost and therefore demonstrated an overall saving to the authority.

A review was undertaken to look at how we could make the current corporate identity more flexible, without diminishing the overall brand - the ultimate aim being to find out how using the corporate brand in different ways could deliver savings to the authority. Options will now be presented to senior management for consideration. These include, for example, ways of reducing the cost of producing letterheads and compliments slips.

The new arrangements for advertising are already delivering savings, for example for one statutory notice alone we saved over £100 than the same advert last year. Savings on recruitment and statutory notice expenditure in excess of £100,000 may be made in a full year, subject to the amount of advertising placed.

## **3.0 Emerging Issues**

The changes to policy and organisational arrangements announced by the government continue to give rise to uncertainty. In many cases, including the Comprehensive Spending Review, the detail is still awaited following headline announcements. More detail is expected in the next few months (for example the Public Health White Paper is due in November). The departmental work programmes are regularly reviewed and update in discussion with service directorates as changes occur.

The removal of the regional tier of government requires us to revise major strategies to fill the policy vacuum (housing targets, waste facilities, Gypsy and Traveller accommodation, renewable energy, transport) and to understand

changes in working arrangements such as the transition to Local Economic Partnerships (LEP).

The Halton Strategic Partnership Board is being helped to develop and implement exit strategies for projects funded by Working Neighbourhoods Fund (WNF), which will not continue beyond 31 March 2011.

The government has announced that it will no longer be performance managing local partnerships through the Local Area Agreement (LAA), and there will be no reward grant for performance against the 2008/11 targets. The government has also announced that it will review all the performance information that we are required to submit to government after April 2011 and will produce a single list. In the meantime, we are still required to report to government on all the existing data sets. Once this picture becomes clearer, the Council will need to consider what performance information is required for its own purposes, and for publication under the Transparency framework.

Ofsted has a statutory obligation to carry out an annual assessment of Children’s Services, which will continue, although the detailed arrangements are under review, as are those of the Care Quality Commission for its assessment of Adult Social Care.

#### 4.0 Service Objectives / milestones

##### 4.1 Progress against ‘key’ objectives / milestones

<b>Total</b>	<b>16</b>		<b>14</b>		<b>0</b>		<b>2</b>
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Of the 16 reportable targets, there are 2 that have not progressed as originally planned and therefore allocated as Red. The indicators relate to “quality and effectiveness of the Council’s communications”. Whilst deadlines for delivery within quarter 2 were missed, both activities are due for completion in the quarter 3. Further details of all the “key” objectives/milestones can be found in Appendix 1

##### 4.2 Progress against ‘other’ objectives / milestones

<b>Total</b>	<b>4</b>		<b>4</b>		<b>0</b>		<b>0</b>
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All reportable targets are due to reach goal by the year end. Further details about “other” objectives/milestones can be found in appendix 2




## 5.0 Performance indicators

### 5.1 Progress Against 'key' performance indicators

<b>Total</b>	<b>2</b>		<b>2</b>		<b>0</b>		<b>0</b>
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All reportable indicators are due to reach goal by the year end. Further details about "key" performance indicators can be found in appendix 3.

### 5.2 Progress Against 'other' performance indicators

<b>Total</b>	<b>2</b>		<b>1</b>		<b>1</b>		<b>0</b>
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There are fewer "other" performance indicators to report than envisaged in the original business plan because of the cancellation of the Place Survey by the government. The one indicator for which there is uncertainty relates to satisfaction with the Council website. This has dipped slightly with the introduction of the new website, but is expected to recover once the new site is complete, and visitors have become familiar with the new layout. Further details about "other" performance indicators can be found in appendix 4.

## 6.0 Risk Control Measures

During the development of the 2010 -11 Service activity, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were identified.

## 7.0 Progress against high priority equality actions

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011

## **8.0 Data quality statement**





The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## **9.0 Appendices**

- Appendix 1 Progress against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'key' performance indicators
- Appendix 4 Progress against 'other' performance indicators
- Appendix 5 Financial Statement
- Appendix 6 Explanation of use of symbols




**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PPO1	<b>Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.</b>


Milestones	Progress Q2	Supporting Commentary
Review of the Children and Young People's Plan. <b>June 2010.</b>		The CYP Plan review was completed on time. The document was approved by the Children's Trust Board and submitted to Ofsted (Office for Standards in Education, Children's Services and Skills) during July. Preparation of the new Children & Young People's Plan 2011 has commenced.
Joint consultation on Core Strategy Publication Document and draft Sustainable Community Strategy 2011 – 2026. <b>November / December 2010.</b>		The consultation period has been set for 29 November to 24 January (8 weeks). The length of consultation relates to the statutory process requirements of the Core Strategy. The Local Transport Plan 3 will also be consulted on at the same time as the Core Strategy and Sustainable Community Strategy.
Submission of Core Strategy to Secretary of State. <b>February 2011.</b>		The Core Strategy is undergoing final Sustainability and Habitats Regulations appraisal (statutory necessities) prior to being submitted to Executive Board in November for approval as a basis for public consultation. This stage is known as the Publication stage and formal representations against the 'soundness' of the plan can be lodged. The final version of the Core Strategy will be sent to the Secretary of State in February 2011.
Support the implementation of the Telecare Strategy Action Plan that will ensure the continued use and development of Telecare. <b>March 2011</b>		3 sub groups of the Early Intervention/Prevention Group have recently been established in order to take developments forward. One of the sub groups (the Telecare Sub Group) has been charged with taking forward the Telecare Strategy Action Plan. The new Telecare Team is in the process of being established, following which the action plan can be taken forward further, with input from the Policy & Strategy Division.

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PPO2	<b>Improve the effectiveness of the support intelligence and advice provided by the Council and its partners to review policy, resource planning service delivery and performance.</b>








Milestones	Progress Q2	Supporting Commentary
Monitor performance against Community Strategy targets and review delivery plans <b>June 2010</b> <sup>1</sup>		This work is complete and has been reported to the Halton Strategic Partnership Report in May and all Policy and Performance Boards in May and June in the Sustainable Community Strategy Performance Report.
Monitor and review progress in delivering Local Area Agreement targets with partners <b>March 2011</b>		The Local Area Agreement (LAA) is a subset of the targets in the Sustainable Community Strategy for Halton. Whilst the LAA no longer needs to be reported to government, progress against the Sustainable Community Strategy targets will continue to be monitored and reviewed at 6 monthly intervals, with the mid year report due in November 2010.
Monitor & review existing MAA and city regional development plan progress and negotiate new MAA with city region partners and GONW <b>March 2011</b>	Refer to Comment	The situation remains unchanged as reported last quarter - The structural reforms proposed by the new government place a great deal of uncertainty on the future of the MAA in its current format. Changes at the regional level mean that the City Region Development Plan may have to be revised as new Local Economic Partnerships take the place of the North West Development Agency and responsibility for European Regional Development Fund monies and a portfolio of other issues.
Following consultation and engagement, adopt new Sustainable Community strategy and new corporate plan		Consultation and engagement on the new Sustainable Community Strategy is planned for November and is running to time. The

**Appendix 1: Progress Against 'key' objectives / milestones**

for the period April 2011 on wards. <b>March 2011</b>		consultation draft will go to Executive Board on 4 November for approval.
HSPB to agree exit strategy for end of WNF funding <b>September 2010</b>		Exit strategies were completed by the end of September and reported to the Halton Strategic Partnership Board. They now need to be confirmed in the light of the outcomes of the Spending Review, and implemented.
Negotiate new Local Area Agreement 2011-2014 <b>March 2011</b>	Refer to Comment	The current LAA will expire in March 2011 and will not be replaced. A performance framework will be developed for the new Sustainable Community Strategy in conjunction with the development of a five year delivery plan. This will be done taking account of the availability of resources, once the local impact of the Spending review is known and understood.
Agree local questions for Places Survey 2010 and commission it <b>September 2010</b>	Refer to Comment	Grant Shapps MP (Minister for Housing and Local Gov) announced in a letter to the Chief Executive (10 August 2010) that "I have decided to scrap the Place Survey. You will no longer be expected to report against the National Indicators previously measured by the Survey."
Complete design of and undertake Place Surveys - <b>December 2010</b>	Refer to Comment	
Analyse, evaluate and disseminate results to relevant audiences - <b>March 2011</b>	Refer to Comment	Due to this announcement these three milestones will no longer be reported on and therefore deleted from the Quarterly Monitoring Report.  Consideration should be given to whether there is a need for a slimmer local survey. This would best be done when the new national data reporting requirements are confirmed ( expected by April 2011)


**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PPO3	Improve the quality and effectiveness of the Council's communications

Milestones	Progress Q2	Supporting Commentary
Update corporate communications strategy and supporting directorate work programmes <b>September 2010</b>		The Communications Strategy is set out in the Divisional Plan and directorate work programmes were completed
Issue new A-Z guide to services <b>August 2010</b>		The new A-Z guide is complete, but is currently awaiting printing ahead of distribution. The number to be printed has been reduced to cut costs.
Deliver targeted 'you said, we did' campaign <b>July 2010</b>		Completed. Eight bin wagons have been fitted with advertising boards promoting key messages around tackling crime, recycling, 'green and clean' and activities for young people
Review and reissue media guide <b>September 2010</b>		A draft of the revised media guide and protocol has been developed and is currently under consultation. All work to be completed ahead of reissue in Quarter 3.
Review use of corporate branding/audit of external publications <b>September 2011</b>		The review of corporate branding has been completed and key issues identified. A revised set of corporate identity guidelines has been created, which are more flexible, while protecting the overall brand. The revised guidelines are expected to allow more creativity and also to generate cost savings.
Retender In Touch contract <b>December 2010</b>		Contract has been extended for one year as allowed within current contract. Number of editions of In Touch will be reduced as a cost saving measure.
Review and retender Inside Halton contract <b>March 2011</b>		Tender process has reached PQQ evaluation stage with the new contract to take effect from March 2011.



**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PP04	To ensure continuing service delivery remains effective across the Council through the ongoing development of performance and improvement reporting systems through the implementation of new working arrangements in the Centre of Excellence and in response to central government initiatives.


Milestones	Progress Q2	Supporting Commentary
Provide information to support Statutory Inspections in Children and Young Peoples <b>May 2010</b> and Adults and Community Directorate <b>September 2010</b> and ongoing meetings with Regulators.		These inspections were fully supported and had favourable outcomes. All divisions of the department continue to provide support and advice to the service directorates, including meetings with regulators.

**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
PP04	<i>To ensure continuing service delivery remains effective across the Council through the ongoing development of performance and improvement reporting systems through the implementation of new working arrangements in the Centre of Excellence and in response to central government initiatives.</i>


Milestones	Progress Q2	Supporting Commentary
<i>Continued review of current performance and improvement reporting mechanisms for Management Team, PPB, Members, Halton Strategic Partnership Boards and subsidiary Boards to maintain and improve current arrangements. <b>March 2011</b></i>		Performance and improvement mechanisms are under continuous review. In 2010/11 directorate overview reports have been introduced to help Management Team to focus on business critical issues, and these have also been made available to members through the Information Bulletin and the intranet. Further changes will be required as the implications of changes to the national framework become apparent.
<i>To provide needs analysis information for certain key indicators in Children and Young Peoples Directorate at a Locality Level <b>March 2011</b></i>		Work has also commenced with Children's Services to enhance performance information for the Team Around the Family (Locality Working). Information from the Children in Need Census return has been geographically modelled to inform the future delivery of services.

Ref	Objective
PP05	<i>Improve the effectiveness of the overview and scrutiny framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement</i>

Milestones	Progress Q2	Supporting Commentary
<i>Review overview and scrutiny arrangements and where appropriate make recommendations for improvement – <b>January 2011</b></i>		Initial desk work and options paper drafted. On track for completion within target date.




**Appendix 2: Progress Against 'other' objectives / milestones**

<i>Agree 2010 – 11 Policy &amp; Performance Board Work Programmes - <b>June 2010</b></i>		Programmes agreed. Some are deliberately 'light' to enable response to rapidly changing Govt. (and local) agenda.
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**Appendix 3: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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**Corporate Health**

<b>PPLI 1</b>	% Of LAA WNF Spend (%)	N/A	100	25		N/A	Expenditure claims are submitted in arrears after quarter end. Spend is on course for year end.
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**Cost & Efficiency**

<b>PPLI 8</b>	% Of departmental working days lost due to sickness absence.	2.17	3.7	2.67 (April-Sept)		N/A	Percentage of time lost due to sickness is below target, but slightly higher than last year's outturn. NOTE; Last year's figures were based on the old departmental structure, and were taken from the Zeus time recording system rather than the absence recording system, so the calculation was different. Overall it is still a good performance and remains below target and below the average for the Council. Absence management procedures are followed in the Department.
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**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
NI 1	% Of people who believe that people from different backgrounds get on well together	74.5 (2008)	78	N/A	N/A	N/A	<p>Due to the scrapping of the Place Survey it is proposed to delete all related indicators from future service plan reports in 2010/11 as there will be no information to report.</p> <p>These indicators are drawn from the Place Survey which took place every two years. The last survey was autumn 2008 and the next was due to take place in autumn this year. The government has now scrapped the national Place Survey (10 Aug 2010). Consideration should be given to whether there is a need for a slimmer local survey. This would best be done when the new national data reporting requirements are confirmed (expected by April 2011).</p> <p>As of April 2010 NI 2 &amp; NI3 have both been deleted from the national indicator dataset, although measures may be retained as local indicators.</p>
NI 2	% Of people who feel that they belong to their neighbourhood.	54.8 (2008)	59	N/A	N/A	N/A	
NI 3	Civic participation in the local area -% who have been involved in decisions that affect the local area in the last 12 months	10.5 (2008)	13.5	N/A	N/A	N/A	
NI 4	% Of people who feel that they can influence decisions in their locality.	24.8 (2008)	29	N/A	N/A	N/A	
NI 5	Overall / general satisfaction with local area.	70.4 (2008)	75	N/A	N/A	N/A	



**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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<b>Fair Access</b>							
NI 140	Fair treatment by local services	67.9 (2008)	70	N/A	N/A	N/A	Please refer to the comments above regarding the Place Survey.
PPLI 9 (PPLI10)	Overall satisfaction with the information from public services (%)	42 (2008)	44	N/A	N/A	N/A	As of April 2010 NI140 has been deleted from the national indicator dataset, although measures may be retained as local indicator.
PPLI 10 (PPLI 11)	Satisfaction with internal communications of the Council (%)	63	78	N/A	N/A	N/A	Internal Communication Survey to be completed November 2010
PPLI 11 (PPLI 12)	% of people satisfied or more than satisfied with visit to Council website <a href="http://www.halton.gov.uk">www.halton.gov.uk</a>	83	93	78			New website was launched during this period. It is anticipated that the slight decline in satisfaction will turn around as regular site visitors become familiar with the new look and feel of the site.
PPLI 12 (PPLI 13)	Satisfaction with In Touch magazine	74	90	N/A	N/A	N/A	Internal Communication Survey to be completed November 2010
PPLI 13 PPLI 14)	Satisfaction with Inside Halton magazine	-	85	N/A	N/A	N/A	Readers' survey to be included in December edition of Inside Halton.
PPLI 14	Keeps residents well informed about its (Council) services	64 (2008)	67	N/A	N/A	N/A	Please refer to previous comments regarding the Place Survey.

**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
NI 188 <sup>1</sup>	Planning to adapt to Climate Change	Level 0	Level 1	Level 0			A framework is being developed to take forward activity to achieve Level 1 or above. The response will be proportional to the level of risk in Halton.

<sup>1</sup> The local authority is assessed against a criteria scored 0 to 4 0 = the authority has begun the process of assessing potential threats and opportunities across its estate and services (for example, flood and coastal resilience plans, emergency planning community risk register/strategies etc.), and has identified and agreed the next steps to build on that assessment in a systematic and coordinated way.

## Appendix 5 Financial Statement

## POLICY AND PERFORMANCE

Revenue Budget as at 30<sup>th</sup> September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Item
	£'000	£'000	£'000	£'000	£'000
<i>Expenditure</i>					
Employees	3,186	1,650	1,604	46	1,604
Supplies & Services	393	212	212	0	330
Corporate Subscriptions	128	94	90	4	99
Agency & Contracted	0	0	0	0	0
<b>Total Expenditure</b>	<b>3,707</b>	<b>1,956</b>	<b>1,906</b>	<b>50</b>	<b>2,033</b>
<i>Income</i>					
Sales	-2	-1	-2	1	-2
Grants	0	0	0	0	0
Reimbursements & Other Grants	0	0	0	0	0
Fee & Charges Income	-303	-151	-109	(42)	-109
<b>Total Income</b>	<b>-305</b>	<b>-152</b>	<b>-111</b>	<b>(41)</b>	<b>-111</b>
<b>Net Controllable Expenditure</b>	<b>3,402</b>	<b>1,804</b>	<b>1,795</b>	<b>9</b>	<b>1,922</b>
<b>Recharges</b>					
Premises	0	0	0	0	0
Transport	40	20	21	(1)	21
Central Support Services	0	0	0	0	0
Support Service Income	-106	0	0	0	0
<b>Net Total Recharges</b>	<b>-66</b>	<b>20</b>	<b>21</b>	<b>(1)</b>	<b>21</b>
<b>Net Departmental Total</b>	<b>3,336</b>	<b>1,824</b>	<b>1,816</b>	<b>8</b>	<b>1,943</b>

Comments on the above figures:

In overall terms spending is currently below the budget at the end of the second quarter.

Regarding expenditure, employee costs are under budget for the period, which is mainly due to a number of staff vacancies that existed within the Policy & Strategy division.

Regarding income, internal charges for printing are currently below budget. This situation will be monitored closely over the coming months.

It is expected that the overall total net spending will be within the Department budget by year-end.

<b>Appendix 5 Financial Statement</b>
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**POLICY AND PERFORMANCE****Local Strategic Partnership expenditure as at 30<sup>th</sup> September 2010**

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	£000	£000	£000
<b>Local Strategic Partnership</b>				
LSP Team	221	110	29	81
Community Grid	11	5	9	(4)
Unallocated Grant	578	0	0	0
<b>Net Expenditure</b>	<b>810</b>	<b>115</b>	<b>38</b>	<b>77</b>

Regular monitoring reports are sent to the Local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Neighbourhood Renewal Fund is spent during the year.




<b>Appendix 6 Explanation of Symbols</b>
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Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

#### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that performance <b>is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that performance <b>is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that performance <b>is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.



## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	Legal & Democratic Services
<b><u>Period:</u></b>	Quarter 2 – 01 <sup>st</sup> July to 30 <sup>th</sup> September 2010

### 1.0 Introduction

This monitoring report covers Legal and Democratic Services second quarter period up to period end 30<sup>th</sup> September 2010. It describes key developments and progress against key objectives and performance indicators for the service.

The way in which the traffic light symbols and direction of travel indicators have been used to reflect progress is explained within Appendix 6.

### 2.0 Key Developments

The revised Health & Safety Policy was approved by Council in July 2010.

The Democratic Services Team has now been fully integrated and relocated to a central office.

The Council's reply has been sent to the Ministry of Justice's consultation on court closures. In so far as Halton is concerned, the proposals involved the closure of Runcorn County Court, with Runcorn Magistrates Court being retained. The Council's response has been to object to the proposed closure, largely on social inclusion grounds. The outcome is awaited.

Significant legal support has been provided to major development projects.

The Licensing and Risk & Emergency Planning Teams have been involved in ensuring a successful Creamfields event during August 2010 Bank Holiday.

The Risk & Emergency Planning team were instrumental in carrying out a Silver Jubilee Bridge exercise on 30<sup>th</sup> September 2010. This was multi-agency and was very successful. A subsequent de-brief identified good points and areas for development.

### 3.0 Emerging Issues

Council will consider proposals for revised governance arrangements in October 2010 with a final decision taken in December 2010.

Work continues on the renewal of the Council's Statement of Licensing Policy and

the adoption of legislation controlling sex establishments. Government announcements on the future of the Standards regime continue to be monitored to ensure that the Council is fully equipped to deal with changes.


#### 4.0 Service Objectives / milestones

##### 4.1 Progress against 'key' objectives / milestones

<b>Total</b>	<b>2</b>		2		0		0
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All of the key objectives / milestones for the service are progressing as planned and additional details are provided within Appendix 1.


##### 4.2 Progress against 'other' objectives / milestones

<b>Total</b>	<b>2</b>		2		0		0
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Both 'other' additional objectives / milestones are on target and detailed in Appendix 2.

#### 5.0 Performance indicators

##### 5.1 Progress Against 'key' performance indicators

<b>Total</b>	<b>2</b>		1		1		0
--------------	----------	---	---	---	---	---	---

The one key performance indicator that can be reported at this stage is on track to achieve annual target with the exception of LDSLI 1, proportion of departmental working days lost to sickness. Additional details are provided within Appendix 3.

##### 5.2 Progress Against 'other' performance indicators

<b>Total</b>	<b>12</b>		6		1		2
--------------	-----------	---	---	---	---	---	---

The majority of other indicators for the service are progressing as planned. However at this stage it seems unlikely that targets concerning public attendance and questions at meetings will achieve their annual target. Although the overall Performance total is 12 indicators, 3 indicators are scheduled for reporting later this year; NI 1, % of people who believe people from different backgrounds get on well together in their local area; % of people who have been involved in decisions that affect the local area in the last 12 months and LDSLI 9, % of completed form A's returned. Additional details are provided within Appendix 4.

## **6.0 Risk Control Measures**

During the development of the 2010 -11 Service activity, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were identified.

## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011

## **8.0 Data quality statement**

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## **9.0 Appendices**


- Appendix 1 Progress against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'key' performance indicators
- Appendix 4 Progress against 'other' performance indicators

Appendix 5 Financial Statement


Appendix 6 Explanation of use of symbols

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
<b>LDS O1</b>	<b>To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively</b>



Milestones	Progress Q 2	Supporting Commentary
Secure renewal of Lexcel & ISO Accreditation <b>January 2011</b>		On course to be achieved by target date as work on the ISO Internal Audits continues.

Ref	Objective
<b>LDS O2</b>	<b>To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities</b>

Milestones	Progress Q 2	Supporting Commentary
Review Constitution <b>May 2010</b>		The Constitution was approved by full Council in May and a meeting of the Working Group has been held to consider further related issues, which will be considered by Council on 20 <sup>th</sup> October 2010.




**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
LDS O3	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively

Milestones	Progress Q 2	Supporting Commentary
To ensure that all members have been given the opportunity of a having a MAP meeting.		Arrangements are in hand to arrange MAP meetings with Members.
To induct all new members – <b>by October 2010</b>		The last induction for new Members will take place on 13 October 2010.







**Appendix 3: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b><u>LDSLI 1</u></b>	Proportion of departmental working days lost to sickness absence (%)	4.5	4.0				No details of current progress, waiting for information from the Administration Divisional Manager.
<b><u>LDSLI 2</u></b>	No. Of Members with Personal Development Plans (56 Total)	52 (92%)	56 (100%)	48 (85%)			Although on track to meet the target at year end, in comparison to Q2 last year it is below performance.

**Appendix 4: Progress Against 'other' performance indicators**






Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
NI 1	% of people who believe people from different backgrounds get on well together in their local area	74.5% (2008)	Refer comment			This information is sourced via the biennial Place Survey, which is scheduled for later this year. However the requirement for undertaking the survey is currently subject to review by the new government and further details will be provided as and when information becomes available.	
	Civic participation - % of people who have been involved in decisions that affect the local area in the last 12 months	10.5% (2008)	Refer comment				
LDSL1 3	% of Members attending at least one organised Training Event	82%	100%	70%			On target and work will be done to attempt to ensure that 100% is achieved by year end. The target is significantly higher than this time last year.
LDSL1 4	% Of Departments with up to date Business Continuity Plans	100%	100%	100%			100% of departments have existing plans but additional work is now being done to review the process to simplify and ensure it meets the changing structure and demands.
LDSL1 5	% Of Departments with up to date Risk Registers	100%	100%	100%			Most of the reviews have now been completed and the remaining reviews are underway.









**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Fair Access							
LDSL1 6	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	188	600	74			Figures are being kept under review, although as always they are governed by a great extent to the subject matter under discussion. LDSL1 6 is presently showing considerably below target in comparison to Q2 last year. LDSL1 7 is also showing below target but slightly higher than Q2 last year.
LDSL1 7	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	14	175	14			
LDSL1 8	% Of those eligible casting a vote.	25% (08-09)	50%	60%		N/A	The figure is slightly higher than the target but will not alter as there are no elections scheduled until May 2011. A baseline only was created at the end of last year so a comparison cannot be made against this years figure.
LDSL1 9	% Of completed form A's returned	96% (08-09)	100%	NA	Refer comment	N/A	Registration forms sent out August/September. Information should be available in Q3.

**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
LDSL1 10	Average Time taken to issue prosecutions from receipt of instructions (working days)	12	10	11			On target. Performance has improved slightly in comparison to this period last year.
LDSL1 11	Average time taken to complete Conveyancing Transactions	360	325	450			The figure continues to be distorted by very complex; long standing matters and efforts to improve are continuing.
LDSL1 12	Average time taken to complete Child Care Cases (calendar days)	224	250	224			Child care cases are complex and lengthy and resultant timescales are not always within the control of the legal staff involved.

## Appendix 5: Financial Statement

## LEGAL &amp; DEMOCRATIC SERVICES

Revenue Budget as at 30<sup>th</sup> September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date	Actual Including Committed Items
	£'000	£'000	£'000	(overspend) £'000	£'000
<b><u>Expenditure</u></b>					
Employees	1,749	844	842	2	845
Members Expenses	773	389	385	4	389
Supplies & Services	205	124	139	(15)	149
Civic Catering & Functions	82	41	28	13	29
Legal Expenses	207	104	113	(9)	114
<b>Total Expenditure</b>	<b>3,016</b>	<b>1,502</b>	<b>1,507</b>	<b>(5)</b>	<b>1,526</b>
<b><u>Income</u></b>					
Land Charges	-130	-65	-77	12	-77
SLA to Schools	-23	-23	-46	23	-46
Licence Income	-309	-104	-104	0	-104
Other Income	-63	-25	-52	27	-52
<b>Total Income</b>	<b>-525</b>	<b>-217</b>	<b>-279</b>	<b>62</b>	<b>-279</b>
<b>Net Controllable Expenditure</b>	<b>2,491</b>	<b>1,285</b>	<b>1,228</b>	<b>57</b>	<b>1,247</b>
<b><u>Recharges</u></b>					
Premises	63	2	0	2	0
Transport	41	21	19	2	20
Asset Charges	6	0	0	0	0
Central Support Services	47	0	0	0	0
Support Service Income	-75	0	0	0	0
<b>Net Total Recharges</b>	<b>82</b>	<b>23</b>	<b>19</b>	<b>4</b>	<b>20</b>
<b>Net Department Total</b>	<b>2,573</b>	<b>1,308</b>	<b>1,247</b>	<b>61</b>	<b>1,267</b>

**Comments on the above figures:**




In overall terms spending to the end of the second quarter is slightly under budget.

With regards income, receipts from Legal Fees are currently exceeding budget which is due to the increased levels of court costs being reimbursed. SLA to Schools income is also in excess of the budget due to a new Health & Safety provision of Health & Safety service. This will be reflected in the 2011/12 budget setting process.

At this stage, it is anticipated that total net spending will be within budget at year-end.




## Appendix 6: Explanation of use of Symbols

Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an <u>intervention or remedial action</u> taken.</i>

#### Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that performance <b>is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that performance <b>is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that performance <b>is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.

## Departmental Quarterly Monitoring Report

**Directorate:** Resources

**Department:** Finance

**Period:** Quarter 2 – 1<sup>st</sup> July to 30<sup>th</sup> September 2010

### 1.0 Introduction

This monitoring report covers the Finance Department second quarter up to period end 30<sup>th</sup> September 2010. It describes key developments and progress against all objectives and performance indicators for the Department.

The way in which symbols have been used to reflect progress is explained within Appendix 6.

### 2.0 Key Developments

#### **Revenues and Benefits Division**

##### **Benefits**

In July 2010 The Department for Works and Pensions published the national performance statistics for Benefits administration for 2009/10. Halton has the best claims processing performance in Cheshire, Merseyside and Greater Manchester.

During the second quarter the Benefits caseload has stabilised around the 16,500 figure, and the performance for processing new claims has improved from 16 days in quarter 1 to 14.5 days in this quarter.

##### **Revenues**

During the second quarter of 2010/11 the Council Tax and Business Rates collection remained constant despite the recession. Minor changes to the Small Business Rate Relief scheme came into effect 1/10/10 and the 2011/12 bills will also be affected as the scheme remains in place until 30/9/11.

##### **Welfare Rights**

During quarter 2, the high level of demand for both debt and welfare rights advice has continued. Most notably the demand for appeal representation is still increasing with advisors attending 85 appeals tribunals in the first two quarters of this year with a 79% success rate at the hearings. A total of 92 representations at

appeal tribunals were completed within the whole of the previous year (2009/2010) with an 83% success rate.

### **Efficiency Programme Office**

Of the work streams within Wave 1 of the Efficiency Programme, the Management Structures, Transactional, and Non-Transactional Support Services workstreams are now closed. The Open Spaces workstream remains in progress having met its first year target. An evaluation of the first twelve months of operation will take place between December and February. The review of Property Services is ongoing and has generated around £100,000 of savings to date.

Wave 2 workstreams currently underway are the review of Revenues & Benefits / HDL, ICT Support Services, Operational Fleet & Client Transport, and Contracted Services to Schools. A secondary workstream to look at opportunities to streamline processes across the Transactional and Non-Transactional areas is now in progress and is reviewing four key areas – HR processes, Officer authorisation processes, Invoice payment processes and Document scanning and workflow.

The outline business case for the first of the Wave 3 workstreams, covering the review of income and charging, has been approved by the Efficiency Programme Board, and three further Wave 3 workstreams are currently at scoping stage; Review of Business Development & Regeneration, Review of Community Services and Review of Highways

### **Financial Management Division**

The Audit Commission has completed the audit of the Council's 2009/10 year-end accounts. They have provided an unqualified audit opinion and reported their findings to the Business Efficiency Board on 29<sup>th</sup> September 2010. The Council's robust financial management and good financial standing were emphasised as providing a sound basis for addressing the forthcoming financial challenges. They also concluded that the Council provided good value for money in the delivery of services and arrangements are in place for securing economy, efficiency and effectiveness in the use of the Council's resources. The Statement of Accounts has now been published and is available, along with a brief summary version, on the Council's website (Link to [Annual Accounts](#)).

On 12<sup>th</sup> July 2010 the Government announced that the Building Schools for the Future (BSF) programme had been stopped. Following subsequent reviews three of Halton's proposed schemes at Wade Deacon/Fairfield High, The Grange, and Ormiston Bolingbroke Academy have received approval to continue.

Work is on-going with the implementation of International Financial Reporting Standards (IFRS) from 2010/11. Having completed the 2009/10 final accounts, work is underway to restate them onto an IFRS basis by 30<sup>th</sup> November 2010. A progress report will be presented to the Business Efficiency Board on 10<sup>th</sup> November 2010.

Preparation of the Council's 2011/12 Budget has commenced in line with the Medium Term Financial Strategy, which will be reported to the Executive Board on 18<sup>th</sup> November 2010. Support is being provided to Members and Directorates in the development of savings options.

### **Audit & Operational Finance Division**

The Council entered into a new cash collection contract in September 2010 with G4S. The contract is part of a framework agreement arranged by Knowsley MBC and will deliver annual savings in the region of £8,000.

The Council's insurance contract with Zurich Municipal is due to expire in March 2011. A Contract Notice has been placed with the Office of the Official Journal of the European Union (OJEU). A deadline of 4 November has been set for market responses to the notice.

Internal Audit reported its first quarterly progress report to the Business Efficiency Board on 29 September. The second quarterly progress report is due to be reported to the Board on 10 November.

The Council's invoice payment procedures are being reviewed as part of the Transactional Services workstream under the Council's Efficiency Programme. More efficient working practices have already been implemented in respect of how the Council pays Residential and Domiciliary Care invoices; invoices for Transportation; Halton Stadium invoices; and payments in respect of the Adult Placement Service.

## **3.0 Emerging Issues**

### **Revenues and Benefits Division**

#### **Review of Revenues & Benefits and HDL**

A range of improvement options have been developed as this workstream has progressed. A number have been implemented and savings of £100,000 have been recorded to date. Options for front line service delivery are currently being considered.

#### **Employee Authentication Service**

As mentioned in last quarter's report this more secure method of accessing DWP information is due to go live in 2010 but we have not been informed when this will happen. When these changes occur, additional identify authentication equipment and staff training will be required in order to access DWP information.

#### **Local Housing Allowance**

In the Chancellors emergency budget in June 2010 he announced a number of changes to the Local Housing Allowance (LHA). From 1<sup>st</sup> April 2011 LHA levels will

be restricted to the four bedroom rate and the £15 'excess' payment will cease. From October 2011 LHA levels will be set at the 30<sup>th</sup> percentile of rents in the Broad Rental Market Area not the median, which is the current methodology. The Valuation Office Agency has issued indicative figures showing how current LHA rates are likely to be affected and it appears that the rates will reduce.

There are currently 2100 people in Halton being paid Housing Benefit under the LHA rules. DWP figures estimate that changes to the percentile will affect 80% of claims losing between £3 and £15 per week. The removal of the £15 cap will affect 48% of claims with losses between £7 and £15 per week.

### **21<sup>st</sup> Century Welfare**

In July 2010 the government issued a White Paper, '21<sup>st</sup> Century Welfare' in which it outlines proposals for a structural reform for Benefits, including most DWP benefits as well as Housing Benefit and Council Tax Benefit. The government appear to be in favour of the 'Universal Credit' that is one payment to cover a range of existing benefits. The consultation period for the White Paper closed on 1<sup>st</sup> October 2010, and we await further developments that could have a significant impact on the role local authorities play in delivering Housing and Council Tax Benefit.

### **Council Tax**

We are awaiting the result of two recent consultation documents regarding proposed amendments to student discount regulations and the proposed introduction of Local Referendums to veto excessive Council Tax increases.

### **Welfare Rights**

The intention to start the migration of all those clients on Incapacity Benefit (ICB) onto Employment Support Allowance (ESA) from February next year is the subject of a Job Centre Plus information sharing exercise. It is clear that there will be a surge in demand for help with form completion from those affected by this over the 3 year period of the exercise. There will also certainly be a substantive rise in demand from those wanting appeal representation from approximately June 2011 onwards.

A second Macmillan Welfare Rights Officer is due to take post in early November. This should allow the service to increase its public visibility, form closer links with partner agencies (especially Halton Hospital) and ensure that those Halton residents and their families/carers at their most vulnerable of times do not miss out on the assistance they are entitled to.

### **Financial Management Division**

The Chancellor announced the outcome of the Comprehensive Spending Review on 20<sup>th</sup> October 2010 the details of which are currently being analysed. The overall reduction in Local Government funding over the coming four years will be higher than previously indicated. In addition, the grant reductions will be weighted towards the earlier years thereby increasing the funding gap. Work is on-going with Members and Directorates to identify sufficient savings to meet the anticipated



funding gap. However, the specific impact for Halton will not be fully known until the detailed Grant Settlement is received in early December 2010.

The Comprehensive Spending Review confirmed Government's approval to the Mersey Gateway bridge project, subject to statutory processes. The details regarding the proposed funding are not yet known.

#### 4.0 Service Objectives / milestones

##### 4.1 Progress against 'key' objectives / milestones

<b>Total</b>	<b>10</b>		<b>10</b>		<b>0</b>		<b>0</b>
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All of the key objectives/milestones for the Department are on track to be achieved and details are provided within Appendix 1.

##### 4.2 Progress against 'other' objectives / milestones

<b>Total</b>	<b>3</b>		<b>3</b>		<b>0</b>		<b>0</b>
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All other objectives/milestones for the Department are on track to be achieved and details are provided within Appendix 2.

#### 5.0 Performance indicators

##### 5.1 Progress against 'key' performance indicators

<b>Total</b>	<b>5</b>		<b>5</b>		<b>0</b>		<b>0</b>
--------------	----------	---	----------	---	----------	---	----------

All of the key performance indicators for the Department are on track to be achieved and details are provided within Appendix 3.

##### 5.2 Progress against 'other' performance indicators

<b>Total</b>	<b>3</b>		<b>3</b>		<b>0</b>		<b>0</b>
--------------	----------	---	----------	---	----------	---	----------

All other performance indicators for the Department are on track to be achieved and details are provided within Appendix 4.

## **6.0 Risk control measures**

During the development of the 2010 -11 service activity, the service was required to undertake a risk assessment of all Key Service Objectives. No 'high' risk, treatment measures were identified.

## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011

## **8.0 Data quality statement**

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## **9.0 Appendices**




- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'key' performance indicators
- Appendix 4 Progress against 'other' performance indicators
- Appendix 5 Financial Statement
- Appendix 6 Explanation of use of symbols

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
FS O1	Set the Revenue Budget, Capital Programme and Recommend Council Tax



Milestones	Progress Q2	Supporting Commentary
Report Medium Term Financial Forecast to Executive Board <b>November 2010</b>		On track to report Strategy to Executive Board on 18 <sup>th</sup> November 2010.
Report to Council in <b>March 2011</b>		

Ref	Objective
FS O2	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports


Milestones	Progress Q2	Supporting Commentary
Provide <b>monthly</b> financial reports to budget holders within 8 days of month end		Reports issued on schedule to date.
Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports		Quarter 2 reports provided on schedule to Operational Directors.
Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee.		Quarter 1 was reported to Executive Board Sub Committee on 9 <sup>TH</sup> September 2009, showing an overall underspend against the revenue budget. Quarter 2 will be reported on 18 <sup>th</sup> November 2010.

**Appendix 1: Progress Against 'key' objectives / milestones**


Ref	Objective
FS 03	Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards

Milestones	Progress Q2	Supporting Commentary
Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2010</b>		The draft Abstract of Accounts was approved by the Business Efficiency Board on 30 <sup>th</sup> June 2010.
Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2010</b>		The 2009/10 Abstract of Accounts was published on 30 <sup>th</sup> September 2010 along with a brief Summary of the accounts. Both documents have been made available via the Council's website, HDL, Libraries and information points.

Ref	Objective
FSO4	Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services



Milestones	Progress Q2	Supporting Commentary
Undertake a spend review across the authority in order to identify potential savings opportunities by <b>March 2011</b>		Savings of £600,000 have been identified to date from improved procurement and will be realised by 2011/2012. Further spend reviews are being undertaken for each Directorate.
Enhance the transparency of trading opportunities to providers through the roll-out of e-trading by <b>March 2011</b>		We are working with Halton Chamber of Commerce to plan how this message can be delivered to our business community with the intention of delivering workshops around trading and procurement

**Appendix 1: Progress Against 'key' objectives / milestones**



		before March 2011.
Meet central government requirements to publish details of spend and contract and tender documents for expenditure exceeding £ 500 by <b>January 2011</b>		We are working towards publishing spend data etc and will be on track for January 2011. Consideration is currently being given to how best to present the data for the public, based on national guidance.

**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
FS O5	Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy




Milestones	Progress Q2	Supporting Commentary
Establish treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2010</b>		The 2010/11 Treasury Management Policy was approved by Full Council on 3 <sup>rd</sup> March 2010.
Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>		Quarter 1 was reported to Executive Board Sub Committee on 9 <sup>th</sup> September 2010 along with a review of the 2009/10 year. Quarter 2 will be reported on 18 <sup>th</sup> November 2010.

Ref	Objective
FS O6	Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators









Milestones	Progress Q2	Supporting Commentary
Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>		Quarter 1 was reported to Executive Board Sub Committee on 9 <sup>th</sup> September 2010, showing 60% of planned spending at that stage. Quarter 2 will be reported on 18 <sup>th</sup> November 2010.
Report prudential indicators to Council in <b>March 2011</b>		Prudential Indicators will be included within the Budget report to Full Council on 2 <sup>nd</sup> March 2011

**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
FS 07	Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.



Milestones	Progress Q2	Supporting Commentary
Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2010/11 <b>June 2010</b>		The 2010/11 Audit Plan was approved in March 2010.
Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board		As at the end of quarter 2, 42.5% of the planned audit days for the year had been delivered. The first quarterly progress report was reported to the Business Efficiency Board on 29 September. The second progress report will be presented to the Board on 10 November.
Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2008/9) to the Business Efficiency Board <b>June 2010</b>		The annual Internal Audit opinion on the Council's system of internal control was reported to the Business Efficiency Board in May 2010.

**Appendix 3: Progress Against 'key' performance indicators**



Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary	
<b>Corporate Health</b>								
<b><u>FSLI 1</u></b>	Receive an unqualified audit opinion on the accounts	Yes	Yes	Yes		N/A	The Audit Commission provided an unqualified opinion on the 2009/10 accounts and reported their findings to the Business Efficiency Board on 30 <sup>th</sup> September 2010.	
<b><u>FSLI 4</u></b>	The percentage of all invoices which were paid in 30 days	N/A	90.00	91.43%		N/A	No comparative data for 2009/10.	
<b><u>FSLI 5</u></b>	Proportion of Council Tax collected	97.23%	96.00	57.50%			Q2/2009 collection rate was 57.11%	
<b><u>FSLI 6</u></b>	The percentage of Business Rates which should have been received during the year that were received	99.73%	97.75	59.86%			Q2/2009 collection rate was 60.30%	
<b><u>NI 181</u></b>	Time taken to process HB CTB new claims and change events	7 days	14	6.06 days			Q2/2009 performance was 7 days	
<b><u>NI 179</u></b>	Value of (organisational) cashable efficiency gains.	Refer to Comment						NI179 has been removed from the National Indicator Set with immediate effect. As there are other means of monitoring efficiency gains through the Business Efficiency Board, it is suggested that the indicator be removed from all future reports.





**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Corporate Health</b>							
SLI 2	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes			<p>The Audit Commission's Annual Governance Report from September 2010 stated that the financial statements audit <i>'has not identified any material weaknesses in internal control'</i>.</p> <p>The report also stated that <i>'The Council has a proven track record of robust financial management and good financial standing which has continued in 2009/10'</i>.</p>

**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
FSLI 3	Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.	Yes	Yes	Yes			<p>The Audit Commission's Annual Governance Report from September 2010 commented favourably on the work undertaken by Internal Audit in regard to the Council's antifraud and corruption arrangements:</p> <p><i>'The Council is an active participant in the National Fraud Initiative (NFI). The Business Efficiency Board's work plan was revised in 2009/10 to include regular reports and updates on counter fraud activity. These reports include details on all fraud related issues including NFI matches, investigations and successful recovery of monies to the Council. There is a fraud e-learning package for officers and members on the Council's intranet and high numbers have registered for the training. No major employee frauds have been identified at Halton during 2009/10'.</i></p>

**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Cost &amp; Efficiency</b>							
FSLI 7	Achieve investment returns for the year higher than benchmark	5.00%	0.42%	2.46%			Despite continued low rates of interest, the Council's investment interest is currently above the benchmark. This is due to having obtained a number of advantageous fixed rate investments last year which are now coming to an end and therefore actual rates achieved will come more into line with the benchmark during 2010/11.

## Appendix 5 Financial Statement

## FINANCE DEPARTMENT

**Revenue Budget as at 30<sup>th</sup> September 2010**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>					
Employees	6,449	3,434	3,169	265	3,189
Supplies & Services	691	275	268	7	309
Insurances	598	392	394	(2)	394
Charitable Relief	103	0	0	0	0
Concessionary Travel	1,998	733	726	7	743
Council Tax Benefits	11,194	11,194	11,205	(11)	11,205
Rent Allowances	46,657	23,123	23,123	0	23,123
Non HRA Rebates	99	49	34	15	34
<b>Total Expenditure</b>	<b>67,789</b>	<b>39,200</b>	<b>38,919</b>	<b>281</b>	<b>38,997</b>
<b><u>Income</u></b>					
Fees & Charges	-63	-7	-27	20	-27
SLA to Schools	-966	-151	-158	7	-158
NNDR Administration Grant	-169	0	0	0	0
Hsg Ben Administration Grant	-1,486	-939	-939	0	-939
Concessionary Travel Grant	-331	-166	-166	0	-166
Rent Allowances	-46,070	-25,056	-25,062	6	-25,062
Council Tax Benefits Grant	-11,060	-5,420	-5,419	(1)	-5,419
Other Grants	-711	-227	-219	(8)	-219
Liability Orders	-299	-150	-178	28	-178
Non HRA Rent Rebates	-99	-49	-52	3	-52
<b>Total Income</b>	<b>-61,254</b>	<b>-32,165</b>	<b>-32,220</b>	<b>55</b>	<b>-32,220</b>
<b>Net Controllable Expenditure</b>	<b>6,535</b>	<b>7,035</b>	<b>6,699</b>	<b>336</b>	<b>6,777</b>
<b><u>Recharges</u></b>					
Premises	715	715	715	0	715
Transport	414	353	363	(10)	363
Asset Charges	107	0	0	0	0
Support Service Income	-691	0	0	0	0
<b>Net Total Recharges</b>	<b>545</b>	<b>1,068</b>	<b>1,078</b>	<b>(10)</b>	<b>1,078</b>
<b>Net Expenditure</b>	<b>7,080</b>	<b>8,103</b>	<b>7,777</b>	<b>326</b>	<b>7,855</b>

**Comments on the above figures:**

In overall terms spending is currently below the Departmental budget at the end of quarter two.

<b>Appendix 5 Financial Statement</b>
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With regard to expenditure, employee costs are lower than budget due to a number of vacant posts within the Revenues & Benefits and Audit & Operational Finance Divisions. Revenues & Benefits is currently being reviewed as part of the Wave 2 Efficiency Programme which may result in budgetary savings in 2011/12.

With regard to income, Fees and Charges are marginally above budget to date and this is expected to be the case at year-end. It is mainly due to the provision of specialist computer audit training courses to other Councils.

At this stage it is anticipated that total net spending for the Department will be marginally below budget at the end of the year.

**Local Strategic Partnership Funded Projects as at 30<sup>th</sup> September 2010**




	Annual Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000
Benefits Bus	155	78	64	14
<b>Net Expenditure</b>	<b>155</b>	<b>78</b>	<b>64</b>	<b>14</b>

**Comments on the above figures:**

Regular monitoring reports are sent to the Local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Spending is currently on track and is expected to be in line with budget by the year-end.




<b>Appendix 6 Explanation of Symbols</b>
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Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

#### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that performance <b>is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that performance <b>is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that performance <b>is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.

## Departmental Quarterly Monitoring Report

**Directorate:** Resources

**Department:** ICT & Support Services

**Period:** Quarter 2 – 01st July to 30th September 2010

### 1.0 Introduction

This monitoring report covers the ICT Services second quarter period up to period end 30<sup>th</sup> September 2010. It describes key developments and progress against key objectives and performance indicators for the service.

The way in which symbols have been used to reflect progress is explained within Appendix 6.

### 2.0 Key Developments

During this period the department entered the final stages of the rationalisation of all ICT resources within the authority.

This has required a substantial restructure with all staff applying for posts, a process which is now 90% complete. It has been necessary to recruit externally for a number of key technical posts, with 3 remaining posts to be advertised soon.

In addition to providing a more robust and substantial infrastructure it is anticipated that a spend reduction of £250,000 will be achieved.

Continued work on the disaster recovery link between Redcar B C and Halton B C is on-going with a Virtual Server installation now in place allowing the plans to develop to stage key systems and back up's at this location including the Major Incident Management Systems (MIMS).

Obviously the changes to the department have been a considerable focus for the department over the last 4 months especially for the staff involved. This process has been a positive experience for most and the teams are now ready to support the new departmental structures into the future in a more flexible and proactive manner.

The administrative teams are now bedding in and a considerable amount of work has been undertaken to develop not only the service deliverables but the

relationship with our new client base and manage the expectation of the directorates of this new service by closely working at an operational level to maintain and develop the levels of support and new processes required for the successful delivery of the centralised Administrative Service

### 3.0 Emerging Issues

This next quarter will bring with it some major projects as the department are about to develop and support the redesign of the Care First System used to support the social care environment. This is a considerable task as this development is not just a technical exercise as the team will be developing in conjunction with the Adult and Children’s services new processes and ways of working that will integrate with the technology changes.

The current telephone system is now just over 20 years old and in desperate need of replacement, the project to change this service is now underway and in the design stage. To bring in this brand new technology that will utilise the current internal data network used saving the authority a considerable revenue stream for all calls between council offices. This new technology will also bring with it innovative opportunities for home and flexible working as in many cases this technology will turn the desktop and laptop PC into the individual’s telephone as well as their work station. Allowing greater flexibility and the reduction of office space as we work with property services to develop the future needs.

The member’s home working and device strategy will be reviewed this quarter with a working group currently being set up and chaired by the leader of the council to define the new technology and device strategy for the next two years for all members.

The ICT service is currently delivering over 200 ICT related support projects for our directorate clients and reporting on this will continue to the portfolio holder, the member’s working party and the Executive Sub Committee.

### 4.0 Service Objectives / milestones

#### 4.1 Progress against ‘key’ objectives / milestones

<b>Total</b>	<b>19</b>		17		2		0
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Most objectives / milestones for the service are currently progressing as planned with two exceptions relating to the Desktop Virtualisation Programme (ICT 02) and



the ICT Security Strategy Review (ICT 03); although both are not started yet they have been integrated into the 2010-11 work plans. Additional details are provided within Appendix 1.

#### 4.2 Progress against 'other' objectives / milestones

Total	2		2		0		0
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Both remaining objectives indicators are on track for completion as planned and additional details are provided within appendix 2.

### 5.0 Performance indicators

#### 5.1 Progress Against 'key' performance indicators

Total	3		3		0		0
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All 'key' performance indicators are presently on track to achieve annual target and additional details are provided within Appendix 3.

#### 5.2 Progress Against 'other' performance indicators

Total	9		6		3		0
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The majority of 'other' performance indicators are presently on track to achieve annual targets with the exception of ITCLI 3, resolution of calls to the helpdesk. The change in PC manufacturer has impacted on the performance of ITCLI 8, the No of working days from order to completion of new PC and ITCLI 9; average working days from delivery to completion of a new PC. However, the situation will improve and the target is likely to be met by year-end. Additional details are provided in Appendix 4.

## **6.0 Risk Control Measures**

During the development of the 2010 -11 Service activity, the service was required to undertake a risk assessment of all Key Service Objectives. No 'high' risk, treatment measures were identified.

## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011.

## **8.0 Data quality statement**








The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## **9.0 Appendices**

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**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure



Milestones	Progress Q 2	Supporting Commentary
Active Directory Phase 3 <b>March 2011</b>		This phase of the rollout of Active Directory will enable Group Policy and the lock down and securing of PC's and Workstations for Windows 2003 Server
End of Life PC Replacement Phase 3 <b>March 2011</b>		PCs continue to be replaced with those that are out of warranty. The bulk of this project is complete.
VM Ware Phase 4 <b>March 2011</b>		This phase of VMware will involve the upgrading of 10 physical VMware servers to the latest version. This supports 200 virtual servers.
Wide area network review/upgrade <b>March 2011</b>		The wide area network has been reviewed. An upgrade is planned to allow the reconfiguring of the WAN so that Quality of Service (QoS) is enabled for the forthcoming new telephony system. On target to be completed by end of Q3.
Local area network evaluation <b>March 2011</b>		Cisco Edge Network Switch replacement capital bid successful. On target for completion by year-end.
Wide area wireless networking <b>March 2011</b>		Evaluation of options taking place in order to provide a cost effective Wireless wide area network.
Introduction of Voice Over Internet Protocol (VOIP) Services <b>March 2011</b>		VOIP has been installed and is being tested as a proof of concept. Funding has been agreed in Q2 and a tender is now being prepared. The use of VOIP provides a means by which telephone calls can be made via the PC. Although there will be initial cost implications the system has the potential to reduce longer term telephony costs for the authority. The project also supports the concept of Agile Working across a reduced physical estate and increased operational efficiencies.

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
ICT O2	<b>Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust hardware infrastructure</b>

Milestones	Progress Q 2	Supporting Commentary
352 PC & Laptop replacements <b>March 2011</b>		This is on target for March 2011. This work forms part of the ICT Capital Maintenance Programme
Virtualisation of a further 40 servers <b>March 2011</b>		This is on target.
Desktop virtualisation programme Phase 3 <b>March 2011</b>		Although work has not yet started activities have been integrated into the 2010 – 11 work plans, but are resource dependent and subject to competing priorities.




Ref	Objective
ICT O3	<b>Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust software platform</b>

Milestones	Progress Q 2	Supporting Commentary
Corporate wide SharePoint portal Phase 2 <b>March 2011</b>		SharePoint is live in a pilot mode within ICT Services with further deployment opportunities being explored. Links with the Corporate Electronic Document Record Management System (EDRM) Project have been established.
Phase 3 rollout Customer Service Delivery <b>March 2011</b>		CSD is being used within HDL, Planning, H&C, CYP, ICT and on the Intranet. The new ICT Structure and Strategies will inevitably offer opportunities for its further deployment to provide efficiency improvements.


**Appendix 1: Progress Against 'key' objectives / milestones**

ICT Security Strategy review <b>March 2011</b>		Although work has not yet started activities have been integrated into the 2010 – 11 work plans
Code of Connection compliance review <b>March 2011</b>		HBC has received full compliance for Code of Connection 4.1 in June 2010
Evaluate, analyse, deploy corporate and directorate process review <b>March 2011</b>		Ongoing both as individual initiatives and as part of the on-going Efficiency Programme.

Ref	Objective
ICT 04	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.


Milestones	Progress Q 2	Supporting Commentary
Continuing improvements and enhancements to CSD system- <b>March 2011</b>		Work continues on developing CSD to meet requirements identified by end users completing work requests, client liaison meeting and business process re-engineering. For example, CSD now incorporates the corporate Major Incident Management System (MIMS) and future developments include document management and CSD Web / Halton Online.
Continuing workflow implementation- <b>March 2011</b>		Workflows are developed as needed. Workflows exist relating to CSD and 'I Want IT'. These workflows will be developed further as required. Future workflows will be developed around 'I Want Admin' and 'I Want HR' where a requirement is identified.
Improvement and enhancement of all customer interfaces <b>March 2011</b>		Work has commenced on two new phases of the Corporate Desktop Portal with 'I Want Admin' and 'I Want HR' now in development alongside continuing development of the existing 'I Want IT' portal.

**Appendix 1: Progress Against 'key' objectives / milestones**


Continued development of document management and distribution services <b>March 2011</b>		Services requests for this have been rolled into EDRM as part of the Efficiency Programme. ICT Services are contributing towards the delivery of this Workstream headed up by the Divisional Manager – Revenues & Benefits.
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**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
<b>ICT 05</b>	<i>Improve service efficiency and improvement through the use of Business Process Re-engineering</i>





Milestones	Progress Q 2	Supporting Commentary
<i>Deliver business transformational projects identified by the corporate BPR programme <b>March 2011</b></i>		This work is ongoing in line with corporate efficiency and existing ICT work programmes.



Ref	Objective
<b>ICT 07</b>	<i>Maintain the continuity of service delivery by ensuring that the Council's telephony services are fit for purpose and meet the needs of the Council and its stakeholders</i>

Milestones	Progress Q2	Supporting Commentary
<i>Procure and implement new systems / working arrangements by <b>September 2010</b></i>		Funding has now been secured and project implementation has commenced. The Invitation to Tender (ITT) has been completed and procurement options are being discussed. The tender is on target for before the end of Q3. The use of Voice Over Internet Protocol (VOIP) technology should have a significant longer-term benefit in respect of telephony costs and the Councils Accommodation and Flexible Working strategies.

**Appendix 3: Progress Against 'Key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b>ITCLI 1</b>	Average availability of the Council's operational servers (%).	99.43	99	99.48			High levels of availability are being maintained.
<b>ITCLI 2</b>	Average availability of the Councils WAN infrastructure (%).	99.89	99	99.65			Again high levels of availability are being maintained which allows consistent and uninterrupted delivery of services / workloads.

Service Delivery							
<b>ITCLI 6</b>	Member Support: % of calls responded to within 1 working day	100	95	100			The successful rollout of Active Directory has seen the improvement in performance as forecast last quarter









**Appendix 4: Progress Against 'Other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	68	65	43			The successful completion of the restructuring of ICT Services will see a new emphasis placed on first point of contact problem resolution in order to bring performance back on track.
ITCLI 4	% Of all responsive repairs completed within 2 working days.	88	80	92			An extremely positive result given that ICT Services were in the middle of a complicated restructure.
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						
	Priority 1	100	85	100			Priority 1 has increased by 2% compared to Q2 last year.  An excellent result again considering the service was in the middle of a restructure.
	Priority 2	100	90	100			
	Priority 3	100	95	100			
Priority 4	100	100	100				

**Appendix 4: Progress Against 'Other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery / Quality							
ITCL17	% E-mail accounts set-up within 3 working days of receipt.	91	80	88.5%			Email remains on target and has seen little change to the service delivery with the implementation of the .GCSX secure email services. Target decreased from 90% compared to Q2 last year. Performance has been influenced by staff absences. Notwithstanding this, high level of service continues to be maintained.
ITCL18	Average working days from order to completion of a new PC	9	10	20			Change in PC Manufacturer has resulted in this target being missed. This situation will improve and this target will be met by year-end.
ITCL19	Average working days from delivery to completion of a new PC	4	5	10			New PC Build was required for the manufactured devices. This situation will improve and this target will be met. Target decreased from 4% compared to Q2 last year.

<b>Appendix 5: Financial Statement</b>
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**ICT AND SUPPORT SERVICES****Revenue Budget as at 30<sup>th</sup> September 2010**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>					
Employees	5,633	2,876	2,759	117	3,130
Supplies & Services	977	605	599	6	885
Computer Repairs & Software	465	390	395	(5)	492
Communications Costs	191	95	100	(5)	97
<b>Total Expenditure</b>	<b>7,266</b>	<b>3,966</b>	<b>3,853</b>	<b>113</b>	<b>4,604</b>
<b><u>Income</u></b>					
Sales	-2	-1	0	(1)	0
Internal Billing	-97	-10	-8	(2)	-8
SLA to Schools	-97	0	0	0	0
<b>Total Income</b>	<b>-196</b>	<b>-11</b>	<b>-8</b>	<b>(3)</b>	<b>-8</b>
<b>Net Controllable Expenditure</b>	<b>7,070</b>	<b>3,955</b>	<b>3,845</b>	<b>110</b>	<b>4,596</b>
<b><u>Recharges</u></b>					
Premises	7	3	1	2	3
Transport	60	30	27	3	27
Asset Charges	1,142	0	0	0	0
Central Support Services	0	0	0	0	0
Support Service Income	-863	0	0	0	0
<b>Net Total Recharges</b>	<b>346</b>	<b>33</b>	<b>28</b>	<b>5</b>	<b>30</b>
<b>Net Department Total</b>	<b>7,416</b>	<b>3,988</b>	<b>3,873</b>	<b>115</b>	<b>4,626</b>

**Comments on the above figures**

In overall terms spending is currently below the budget to the end of the second quarter.

With regards to expenditure, employee costs are lower than budget due to vacancies that exist the Administrative Services Department. ICT Services also has some vacant post however the Department has recently been reviewed as part of Wave 2 of the Efficiency Programme and it is anticipated that budgetary savings will be realised as part of the 2011/12 budget setting process.

It is expected that the overall total net spending will be in line with the Departmental budget by the year end.

<b>Appendix 5: Financial Statement</b>
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**ICT AND SUPPORT SERVICES****Capital Projects as at 30<sup>th</sup> September 2010**




<b>Capital Expenditure</b>	<b>2010/11 Capital Allocation</b>	<b>Allocation To Date</b>	<b>Actual Spend To Date</b>	<b>Total Allocation Remaining</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
IT Rolling Programme	1,324	662	235	1,089
<b>Net Expenditure</b>	<b>1,324</b>	<b>662</b>	<b>235</b>	<b>1,089</b>

**Comments on the above figures.**

It is expected that the full allocation will be spent by the financial year end.




<b>Appendix 6: Explanation of Use of Symbols</b>
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Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

#### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that performance <b>is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that performance <b>is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that performance <b>is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	Organisational Development & Human Resources
<b><u>Period:</u></b>	Quarter 2 01 <sup>st</sup> June – 30 <sup>th</sup> September 2010

### 1.0 Introduction

This monitoring report covers the Human Resources Division second quarter period up to 30<sup>th</sup> September 2010. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which symbols have been used to reflect progress is explained within Appendix 3.

### 2.0 Key Developments

The first six months of the Human Resources & Learning & Development Centre of Excellence has not only seen the new team settle in with business continuing as normal, but has continued to develop and expand it's services with the introduction of manager self serve on Trent (The Council's integrated HR/Pay system) for absence management and the roll out of E-Learning courses.

In addition, the Team is currently actively involved in two of the Wave Two efficiency work streams through a review of services to schools via a service level agreement and through the Transactional and Non-Transactional processes review.

Support has also been given to the newly formed ICT service as they have undergone their review of structures and corresponding contractual and payroll changes have been implemented.

The Employee Relations Team and the Technical Services Team have co-ordinated the requests for Expressions of Interest for voluntary early retirement, voluntary redundancy and voluntary reductions in hours and continue to work with Directorate Management Teams to progress these matters. In addition, the Employee Relations Team has undertaken a great deal of background work in preparation for anticipated announcements following the Comprehensive Spending Review and potential impacts on employees.

Furthermore work continues with trade union colleagues regarding protocols for handling any redundancy situations.

Both the Employee Services Team and the Learning and Development Teams have worked closely with colleagues in Adults and Community on the safeguarding inspection with very favourable feedback. Work is now underway with colleagues within the Children & Young Peoples Directorate regarding the anticipated children’s inspection.

A separate payroll has been established to provide payroll services to the Ormiston and Bollingbroke Academy.

### 3.0 Emerging Issues

Testing is currently underway and it is anticipated that the first module of employee self serve on Trent will shortly be available to employees for car mileage claims.

Work is on-going with managers and trade unions in preparation for the H.R. implications of the proposed budget cuts and other efficiency savings and two separate negotiating groups have been formed to deal with this.

As more detail becomes available regarding budget cuts, a very labour intensive period of work to provide training for managers and members, roadshows for support for employees who may be placed at risk, possible redeployment opportunities and estimates for VR/VER, is anticipated.

### 4.0 Service Objectives / milestones

#### 4.1 Progress against ‘key’ objectives / milestones

<b>Total</b>	<b>7</b>		<b>7</b>		<b>0</b>		<b>0</b>
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All of the objectives / milestones for the service are presently progressing as planned and additional details are provided within Appendix 1.

**4.2 Progress against ‘other’ objectives / milestones**

Total	-		-		-		-
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There are no ‘other’ objectives milestones to be reported for the service.

**5.0 Performance indicators**

**5.1 Progress Against ‘key’ performance indicators**

Total	6		2		4		0
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It is questionable at this stage whether the annual targets for a number of measures relating to the workforce profile will be achieved. These measures relate to minority employment statistics which can be subject to a wide variety of influences including those external to the Council. Additional details are provided within Appendix 2.

**5.2 Progress Against ‘other’ performance indicators**

Total	-		-		-		-
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There are no other performance indicators to be reported for the service.

**6.0 Risk Control Measures**

During the development of the 2010 -11 service activity, the service was required to undertake a risk assessment of all Key Service Objectives.

No ‘high’ risk, treatment measures were identified.



## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011

## **8.0 Data quality statement**



The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, sourced externally, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## **9.0 Appendices**



- Appendix 1 Progress against 'key' objectives / milestones
- Appendix 2 Progress against 'key' performance indicators
- Appendix 3 Financial Statement
- Appendix 4 Explanation of the use of symbols

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
<b>HROD O1</b>	Review existing establishment and organisational control and information processes to ensure business architecture remains effective and robust.




Milestones	Progress Q 2	Supporting Commentary
Develop and implement electronic management systems of approval and establishment revision by <b>Dec 2010</b>		An analysis of the process requirements is now complete and this piece of work will be one of the first to be implemented as part of the Transactional review of HR processes.
Implement revised arrangements for ensuring consistency and continuity in financial / structural databases and information systems by <b>Feb 2011</b> .		Changes to the Council's staffing establishment are tracked in relation to both HR and finance and recorded to enable a definitive set of structures/budgets to be maintained. This will be further enhanced by the above process.

Ref	Objective
<b>HROD O2</b>	Improve transactional HR processes through the delivery and extension of manager 'self-serve' systems



Milestones	Progress Q 2	Supporting Commentary
Implement further modules of manager / employee self-serve		The first module of manager self serve has successfully been implemented and embedded and the first module of employee self serve is due to go live within the next month
Implement workflow system to further exploit efficiency gains through the use of 'Trent' software application		This work is being reviewed as part of Wave Two Review of Transactional Processes for HR.

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
<b>HROD O3</b>	Enhance existing training and development calendar through the expansion of e-learning opportunities.

Milestones	Progress Q2	Supporting Commentary
Establish ICT infrastructure requirements <b>October 2010</b>		E-Learning now in place for employees with existing internet access. Additional equipment has now been ordered and is awaiting delivery to extend provision across the wider workforce.
Deliver pilot project within Adults and Community Directorate by <b>Dec 2010</b>		Pilot underway in the safeguarding module as planned; courses advertised and already accessed by employees with access to the internet.
Evaluate opportunities for further development by <b>March 2011</b>		The opportunity to extend the pilot to Children & Young Peoples Directorate is being investigated and opportunities to undertake other modules are being pursued with other Directorates.







**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Corporate Health</b>							
<b><u>ODHR LI 1</u></b>	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5	4.59			This measure is slightly below the 2.91 days recorded at the same period last year. Work continues to analyse, monitor and actively manage staff absence in a supportive and consistent manner through for example manager training.
<b><u>ODHR LI 2a</u></b>	Total FTE Establishment	4431	N/A	4204	N/A	N/A	The Quarter 2 position reflects a further reduction in establishment posts since the previous quarter and 09/10 year end.
<b><u>ODHR LI 2b</u></b>	Total Staff (head count)	N/A	N/A	5491	N/A	N/A	This information has been included for quarter 2 in order to provide context to the number of leavers below.
<b><u>ODHR LI 3</u></b>	Current advertised vacancies	N/A	N/A	48	Refer comment		The purpose of these measures is to monitor vacancies/leavers to establish trends in order that any developing situation can be proactively managed. The number of leavers in the period includes school staff, which following previous trends, increases at the end of the academic school year.
<b><u>ODHR LI 4</u></b>	Current Leavers (head count)	N/A	N/A	346			





**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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**Fair Access**

<b>ODHR LI 5</b>	The percentage of top 5% of earners that are						
	a) women	46.81	45.00	52.7%			At the half-year stage annual target is on track to be achieved.
	b) From BME communities.	0.86	2.00	1.54%			The quarter 2 position is slightly higher than the same period last year.
	c) With a disability	2.01	3.30	1.36%			Although the figure represents a decrease of 2% over the same period last year it remains higher than that for the workforce as a whole.

**Fair Access cont'd**

<b>ODHR LI 6</b>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.23	1.50	1.28%			The current figure is marginally above that for the same period last year and it remains uncertain whether the annual target will be achieved.
<b>ODHR LI 7</b>	Minority Ethnic community staff as % of total workforce.	0.77	1.00	0.75%			The current situation is similar to that for the same period last year and is within tolerance taking account of the local community profile.

**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b><u>ODP LI 8</u></b>	% Of economically active disabled people in LA area.	13.6	N/A	14.6	N/A	N/A	These measures provide context to the two measures above concerning organisational employment levels.
<b><u>ODP LI 9</u></b>	Economically active BME population in LA area.	1.0	N/A	1.0	N/A	N/A	

## Appendix 3: Financial Statement

## HUMAN RESOURCES

**Revenue Budget as at 30<sup>th</sup> September 2010**

	Annual Budget	Budget To Date	Actual To Date	<b>Variance To Date</b> (overspend)	Actual Including Committed Item
	£'000	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>					
Employees	2,114	1,086	1,127	(41)	1,134
Employee Training	581	60	56	4	154
Supplies & Services	63	32	40	(8)	50
<b>Total Expenditure</b>	<b>2,758</b>	<b>1,178</b>	<b>1,223</b>	<b>(45)</b>	<b>1,338</b>
<b><u>Income</u></b>					
Fees and Charges	-23	-11	-4	(7)	-4
Government Grants	0	0	-13	13	-13
SLA to Schools	-209	-209	-269	60	-269
Capital Financing	-50	0	0	0	0
<b>Total Income</b>	<b>-282</b>	<b>-220</b>	<b>-286</b>	<b>66</b>	<b>-286</b>
<b>Net Controllable Expenditure</b>	<b>2,476</b>	<b>958</b>	<b>937</b>	<b>21</b>	<b>1,052</b>
<b><u>Recharges</u></b>					
Premises	0	0	0	0	0
Transport	22	11	11	0	11
Central Support Services	0	0	0	0	0
Support Service Income	-351	0	0	0	0
<b>Net Total Recharges</b>	<b>-329</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>11</b>
<b>Net Department Total</b>	<b>2,147</b>	<b>969</b>	<b>948</b>	<b>21</b>	<b>1,063</b>

**Comments on the above figures:**

In overall terms, spending is below the budget profile at the end of the second quarter.




Regarding expenditure, employee costs are over budget as at the end of September which is due to the additional work being carried out in relation to job evaluation. It is anticipated that this additional cost will be offset by a contribution from reserves.

In terms of income, a recent review of Service Level Agreements with Schools has been carried out which has resulted in the generation of income in excess of the annual budget. The annual budget will be revised to reflect the increase in SLA to Schools charges as part of the 2011/12 budget setting process.

At the stage it is anticipated that total net spending will be within budget at the end of the financial year.




Appendix 4: Explanation of Symbols
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Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage whether the annual target is on course to be achieved</u>.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved unless there is an intervention or remedial action taken</u>.</i>

#### Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		<i>Indicates that performance <b>is better</b> as compared to the same period last year.</i>
Amber		<i>Indicates that performance <b>is the same</b> as compared to the same period last year.</i>
Red		<i>Indicates that performance <b>is worse</b> as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>



## Departmental Quarterly Monitoring Report

**Directorate:** Environment & Economy

**Department:** Property Services

**Period:** Quarter 2 - 1<sup>st</sup> July – 30<sup>th</sup> September 2010

### 1.0 Introduction

This quarterly monitoring report covers Property Services second quarter period up to 30<sup>th</sup> September 2010. It describes key developments and progress against 'key' milestones and performance indicators for the service.

The way in which the traffic lights symbols and direction of travel indicators have been used to reflect progress to date is explained within Appendix 4.

### 2.0 Key Developments

In the first quarter monitoring report we reported on Executive Boards decision to retain the Property Services function "in-house" and to carry out a fundamental review of the service within its new management arrangements, alongside the development of a shared services option. It was also reported that options relating to the cleaning service be reviewed further.

The review of the service is now well underway, and a report will be presented to Executive Board on November 4<sup>th</sup> with regards the proposed future structural arrangements for the service.

Further options with regards the cleaning service are being investigated and a proposal with regards the future direction of that service will be presented in due course.

### 3.0 Emerging Issues


Information is still awaited from Government with regards the future level of, and procedure for, obtaining capital funds for investment within schools. Once more information is known the implications for the department will be better able to be assessed.

It is unlikely that The Local Education Partnership (LEP) will be set up in its original form as such the future delivery of work in the Education sector needs to be determined. One option would be for this work to revert back to Property Services which would have implication for the workload within this department as such until this is resolved the future workload for the department is a little uncertain.

Whilst the Mersey Gateway has not progressed as originally planned the continued advance purchase of land associated with the New Mersey Gateway Crossing will have a significant impact once this gathers pace putting increased pressure on Property Services in respect of both the acquisitions and the management of the property.

### 4.0 Service Objectives / milestones

#### 4.1 Progress against 'key' objectives / milestones

<b>Total</b>	5		4		1		0
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All but one of the key objectives are currently on target, the only one that is uncertain at this stage is the one with regards reducing the backlog of maintenance. We are currently in the process of updating all condition surveys for the corporate building stock which will help inform the backlog figure, reducing budgets are also likely to have an adverse effect on this milestone.



#### 4.2 Progress against 'other' objectives / milestones

<b>Total</b>	n/a		n/a		n/a		n/a
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There are no 'other' objectives/milestones relevant to the service.

## 5.0 Performance indicators

### 5.1 Progress Against 'key' performance indicators

Total	6		3		3		0
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Two of the indicators with an amber flag are with regards occupancy levels within our industrial units and at Runcorn Market. The rates are currently below those targeted this is mainly due to the recession and the fact that a number of companies have left the units over recent times. The slow recovery hasn't lead to new companies taking on any space as yet.

The other amber flag is with regards the reduction of co2 emissions within the local authority area. This indicator is reliant on figures published by Defra which are not available as yet as such it is too early to confirm if the target will be met.

### 5.2 Progress Against 'other' performance indicators

Total	9		8		1		0
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One of the amber flags is with regards the percentage of rent collected over that which is due for industrial units, this is slightly behind target, the recent recession probably being a factor in people's ability to pay. It is envisaged that this figure will increase during the year as payments are actively pursued.

The other amber flag is with regards time performance on contracts, 7 contracts with a value over £50k have been completed within the timeframe, one having been delayed due to the contractor going into liquidation which has resulted in the target figure not being met.

## 6.0 Risk Control Measures

During the development of the 2010 -11 service activity, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were identified.

## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011

## **8.0 Data quality statement**

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data.

## **9.0 Appendices**

- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'key' performance indicators
- Appendix 3 Progress against 'other' performance indicators
- Appendix 4 Explanation of use of symbols

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PS O1	Reduce backlog of maintenance on property portfolio (currently £3.4M).


Milestones	Q 2 Progress	Supporting Commentary
£3.2Million <b>March 2011</b>	?	Condition survey data currently being updated, once completed this will inform the current level of maintenance backlog. Likely reducing maintenance budget will have an adverse effect on the backlog of maintenance.

Ref	Objective
PS O2	Consider and implement Phase Two of the currently approved accommodation strategy using 8 square metres per person as basis.


Milestones	Q 2 Progress	Supporting Commentary
1st Floor Municipal to commence in <b>spring 2010</b> and complete in <b>early 2011</b>	✓	Works have commenced and are on programme, approval has now been obtained to proceed with the ground floor work as such the revised completion date is now late April 2011

**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
PS O3	Fulfil requirements of Asbestos Audits and Management Regulations.

Milestones	Q 2 Progress	Supporting Commentary
Confirm 100% compliance <b>March 2011</b>		Currently on target to carry out updated asbestos surveys during the year

Ref	Objective
PS O4	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum).



Milestones	Q 2 Progress	Supporting Commentary
Complete review & update of surveys <b>March 2011</b>		Currently on target to carry out review and update of access audits to establish remaining priorities in the future.

**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b><u>PYSLI 3</u></b>	Occupancy of Industrial Units	77	90	81			Occupancy rates improving but still impacted by recession.
<b><u>PYSLI 5</u></b>	Occupancy of Market (Widnes) %	78	86	75			The occupancy figure is for the main market hall, down slightly from 1 <sup>st</sup> quarter
<b><u>PYSLI 7</u></b>	Occupancy of Market (Runcorn) %	61	65	62.5			Occupancy rates below target, these are still being impacted by the recession, and they have increased since the previous quarter however.
<b><u>NI 185</u></b>	CO <sup>2</sup> Reduction from LA operations	4.5% reduction	4% reduction	-		N/A	Figures only available on annual basis. 4.5% reduction achieved in 2009/10 against 2008/09 figures.









**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b><u>NI 186</u></b>	Per capita reduction in CO <sup>2</sup> emissions in the local authority area	N/A	11.1% reduction	-		N/A	Figures not yet available from Defra, it is anticipated however that there will be a percentage reduction in the per capita emissions the extent of this is not certain however
<b><u>NI 194</u></b>	Air quality - % reduction in NO <sub>x</sub> and primary pm10 emissions through local authority estate and operations	4.1% reduction	-	-		N/A	Figures only available on annual basis. 4.1% reduction achieved in 2009/10 against 2008/09 figures.





**Appendix 3: Progress Against 'other' performance indicators**





Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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<b>Cost &amp; Efficiency</b>							
PYSLI 2	% Cost Performance on projects over £50k (Contract Let to Practical Completion within 5% of the allotted cost – excluding Client changes)	90	92	100			7 projects have been completed in the first half of the year all within budget.
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) (Industrial units)	87	95	89			Figure slightly down on 1 <sup>st</sup> quarter.
PYSLI 6	% Of rent collected as % of rent due Widnes market	94	95	97			Figures on target
PYSLI 8	% Of rent collected as % of rent due Runcorn market	88	95	95			Figure increased from 1 <sup>st</sup> quarter



**Appendix 3: Progress Against 'other' performance indicators**



Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Fair Access							
PYSLI 12 (BVPI 12)	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people (previously BVPI 156)	80	82	82			We are currently on course for meeting the target for 2010/11 as there will be the new youth facility in the former Kingsway Health Centre building opened by the year end which will fully accessible.

Energy Use							
PYSLI 9	Electrical consumption in KWh/m2 within corporate buildings	94.31	% reduction	-			The figure for 08/09 was 104.71kwh/m2 therefore a reduction of 9.9% was achieved in 2009/10
PYSLI 10	Gas consumption in Kwh/m2 within corporate buildings	161.72	% reduction	-			The figure for 08/09 was 174.11kwh/m2 therefore a reduction of 7.6% was achieved in 2009/10




**Appendix 3: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
PYSLI 11	Water consumption in m3/m2 within corporate buildings	0.58	% reduction	-			The figure for 08/09 was 0.86m3/m2 therefore a reduction of 32.5% was achieved in 2009/10. This is due to all the water saving measures introduced and the continued monitoring of consumption.

Service Delivery							
PYS LI 13	Time performance on projects over £ 50 K (Contract let to practical completion within a margin of 5% - excluding Client changes)	92	92	85			7 projects have been completed however only 6 were completed within the time frame, the other project was delayed due to the contractor going into liquidation.




Appendix 4: Explanation of Symbols
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Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage whether the annual target is on course to be achieved</u>.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved unless there is an intervention or remedial action taken</u>.</i>

#### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that performance <b>is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that performance <b>is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that performance <b>is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.

## Departmental Quarterly Monitoring Report

**Directorate:** Adult and Community Directorate

**Department:** Catering and Stadium Services

**Period:** 1<sup>st</sup> June 2010 – 30<sup>th</sup> September 2010

### 1.0 Introduction

This quarterly monitoring report covers the Catering and Stadium Services second quarter period up to 30<sup>th</sup> September 2010. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which RAG symbols and Travel Indicator symbols have been used to reflect progress to date is explained in Appendix 8.

### 2.0 Key Developments

#### **THE STADIUM**

##### **Pitch Activities**

##### **Everton Reserves/Everton Ladies**

Although we are presently in the “close season” as far as Rugby League is concerned Everton Reserves and Everton Ladies have started to play here.

Everton Ladies are competing this year for the first time in the Ladies Champions League, they played here against Hungarian opposition and won 7 – 1, this now means they will play Brondby (Denmark) in the last 16 on November 11<sup>th</sup>, this match is likely to be screened on ESPN.

Representatives from UEFA were very complimentary about the facilities and support given from Stadium staff.

##### **St Helens RLFC**

A formal licence to play has been drawn up with input from the Council’s Legal and Property services Departments, a final planning meeting is planned for November 2<sup>nd</sup> when the agreement will be signed.

It is now highly likely that St Helens will play all their matches for the Super League season 2011 here at the Stadium; this will include pre-season friendly matches and hopefully end of season play-off games.

St Helens presently have an average attendance of around 9,000 with this figure increasing to over 12,000 for the bigger games.

These extra games will significantly increase the turnover at the Stadium, the challenge will be for us to maximise this income and ensure all income streams are fully explored.

### Widnes Vikings

Although the end of the 2010 season was disappointing the Vikings Management Team are working hard preparing the bid for the Super League application for 2012 – 2015. A formal announcement will be made on March 31<sup>st</sup> 2011 regarding which Championship team will be admitted to Super League for a minimum three-year period.

### English Schools FA

The Stadium has been selected to host an English Schools Football match between the North of England and the Midlands. This trial match will be held on Saturday 13<sup>th</sup> November.

This is the second time the Stadium has hosted this event, it is hoped that this could lead to a full Schoolboy International sometime in 2012.

### **Non pitch activities**

#### Wedding Fayre

The Stadium hosted another successful Wedding Fayre on Monday 4<sup>th</sup> October, over 60 brides to be, 35 exhibitors and 300 guests attended the event.

The Stadium has two of these events each year and is now regarded as the main Wedding Fayre in Halton. In these trying times where finances are stretched any opportunity to promote our offer should be maximised to its full potential.

#### Christmas Events

The Christmas Party Packages for 2010 have been released, already uptake has been brisk and it is anticipated that numbers will exceed those of last year.

A range of events have been organised including:-

Senior Citizens Christmas Lunches  
Buffet style Party Nights

Carvery Dinner Dances  
Themed Party Nights (in the Marquee Suite)

These events can account for as much £120,000 in revenue over the Festive period.

Formal Dinners

A number of formal dinners/events have been held recently they include: - North West Counties Cricket dinner, Halton Sports Awards, Widnes Past Players a large number of weddings and charity fundraisers.

Energy Conservation Programme

A new heating system has been installed and the old boilers have been removed, this is part of the Stadium's ongoing commitment to Energy Conservation.

A recent survey has placed the building as operating above the standard expected of buildings of a similar nature.

New Gantry

Plans are well underway that will see the introduction of a new TV gantry at the rear of the North Stand, SKY TV are contributing £25K to this project, the advantages are that no temporary scaffolding will need to be erecting for televised games which usually results in a significant reduction in seats and can cause concern to building control and the safety team.

**CATERING**

Victoria Park Coffee Shop

The Coffee Shop in Victoria Park has performed really well during the Summer, this is despite the great British weather, a number of events where held that attracted a host of visitors, interestingly the staff report that a number of visitors are from outside the Borough.

The Brindley Coffee Shop

The Brindley Coffee Shop is doing very well, during the summer period the coffee shop was particularly well used by visitors. A recent initiative is that of afternoon tea which is proving popular.

Halton Lea Library

Following the removal of the canteen provision at Grosvenor House the new Coffee Shop at Halton Lea Library is proving very popular with a number of Council employees from the surrounding offices, It is fairly common to have full occupancy during the busy lunch period.

### Stadium Catering

In addition to the functions highlighted earlier in this report the Commercial Catering Manager has made contact with a number of local businesses, including Marks and Spencer and The Nat West Bank to offer the facilities here at the Stadium but also to explore the possibility of us offering a delivered service to their premises.

Both these companies have booked significant places for our Christmas promotions.

### **STADIUM FITNESS**

#### Gym Membership

As previously reported Stadium Fitness is feeling the effects of the present financial situation, members are choosing to “cut their cloth” as far as disposable income is concerned.

Our present membership has dropped to around 680, a number of initiatives are planned that will hopefully see this number increase.

Our full membership fee is still only £25.00 per month and £20.00 to HBC staff and family members.

Full members 681  
Casual 2500

Income from membership fees did slightly increase in August & September.

#### Family Inclusive Activities

A number of “Family Inclusive” activities are held at the Stadium, these activities are proving very popular and the feed back from both adults and children is very positive.

These activities include:-

Junior Table Tennis (PESSCL) Saturday mornings 10am – 12pm  
Junior Fitness Sessions 11yrs – 16yrs Saturday afternoon 2pm – 4pm  
Family Gym Sunday Mornings 10am – 12pm  
Family Table Tennis Monday evenings 7pm-8pm  
Karate Tuesday, Wednesday & Friday evenings.  
Cheeky Monkeys Tuesday & Thursday mornings  
Tumble Tots Mondays  
Crèche sessions 2 hours a day Monday to Friday  
Alive n Kicking (6 week weight loss and healthy living programme.)



In addition for our “mature members/guests”:-  
Table Tennis Monday, Wednesday & Friday  
Sequence dancing every Tuesday  
Chair based exercise Thursdays  
GP referral gym sessions take place on a Tuesday & Saturday.

#### New Shoots Community Food Club

This Club is now well established and has extended to other areas of the Borough, it allows people to buy bags of fruit, vegetables and salad all locally produced and at affordable prices, presently over 80 residents are taking up this offer each week.

#### Apprentices/Work Experience

The Stadium has fully embraced the Council’s commitment to offering opportunities to a range of disadvantaged groups, we presently have 5 youngsters working on various schemes throughout the Stadium, and a number of these have taken the opportunity to work as casuals on match days and at busy functions.

#### **SCHOOL MEALS**

##### Hospitality Assured

The school meals service is due to have the annual inspection in November. The inspectors have suggested that the inspection be put back to March 2011 due to the success of the last inspection.

##### School Lunch Grant

The school lunch grant which is approximately £200,000 which is used to contribute towards food costs finishes at the end of this financial year. It was expected that this grant was going to end as a result of the Comprehensive Spending Review; however it has been included in schools standard funds but unfortunately **not** ring fenced for food ingredients.

This grant has enabled us to significantly improve the quality of the meal on the plate and the resulting uptake figures would indicate that Parents see our meals as being value for money.

##### Winter Lunch Leaflet

In an attempt to promote interest in school food within the classroom Primary Schools were invited to design the front cover of the winter menu.

Jaish Talib from Moore Primary School came up with the winning design.

The winter menu starts on the 1<sup>st</sup> November and consists of a range of the Children’s favourite dishes.

The Heath /Ormiston Bolingbroke Academy

The Heath Secondary School was recently inspected by OFSTED; the school received an outstanding report which made reference to the quality of food provision.

The Head teacher was delighted with the kitchen staff's contribution.

The School Meals Service is also providing the catering at the new Ormiston Bolingbroke Academy.

The Principal is currently delighted with the quality of the service that he is receiving.

This school is being closely monitored to ensure a quality service is provided for the changing needs of the school.

Food issues

As has been previously reported the food inflation rate is presently significantly higher than the headline inflation rate, a number of food prices increased from 1<sup>st</sup> September-Bread, Meat, Chicken and Cheese which are all having an impact on food costs

There have been a **few** quality issues with Oliver Kay, the newly appointed fruit and vegetable supplier. In response to our complaints they have contacted every unit for their comments and are addressing the situation. Oliver Kay supplies many quality restaurants in the North West and we are keen to ensure that we are getting the same "class one" quality produce.

**3.0 Emerging Issues**

Coffee Shop Municipal Building

A brand new "Starbucks" style Coffee Shop will open on the 10<sup>th</sup> January 2011 on the ground floor of the newly refurbished Municipal Buildings, this new service will give us an opportunity to improve the quality on offer and also look to increase income from attracting new custom including the public.

Food issues

The frozen and chilled food contract ends at the end of December 2010, this contract is presently operated through a Framework Agreement with SNUPI which has strong purchasing power and hopefully the new contract will be more competitive as SNUPI has recently joined TUCO another university purchasing organisation.

#### 4.0 Service Objectives / milestones

##### 4.1 Progress against 'key' objectives / milestones

Total	6		6		0		0
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All key milestones have either been achieved or are on target to be achieved. For details see Appendix 1.

##### 4.2 Progress against 'other' objectives / milestones

Total	10		8		0		2
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The two red symbols are allocated to milestones that are now unfeasible due to the current economic situation which is limiting funding. Details of all the 'other' milestones can be found in Appendix 2

#### 5.0 Performance indicators

##### 5.1 Progress Against 'key' performance indicators

Total	6		4		0		2
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The two red symbols relate to indicators for primary and secondary school meals, which are currently down on the target figures, however the next six months tend to be the busier period of the year so it is still hoped the target will be met. Details of all the key indicators can be found in Appendix 3.

##### 5.2 Progress Against 'other' performance indicators

Total	9		8		0		1
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The red symbol relates to food costs per secondary school, which has increased this year due to a number of increased food prices greater than the inflation rate anticipated. In view of this the risk of overspend is being controlled by reviewing all food contracts and the mix of food bought to try and reduce costs. Details of this and the 'other' performance indicators can be found in Sections 2 and 6 and Appendix 4.

## **6.0 Risk Control Measures**

### **Food Purchasing Contracts**

Due to the substantial increase in food costs Management and HBC Procurement Unit are reviewing all food contracts to try and make savings. Our recent arrangement with SNUPI (which buys on behalf of Universities, Colleges and some Local Councils) has resulted in significant savings when compared to our previous arrangement with Cheshire County Council. The latest area to be reviewed is the Fruit & Vegetable contract, incorporating Bread and Milk deliveries.

### **Stadium Internal Audit**

A detailed Internal Audit of the Stadium was completed in November 2009. It examined closely all the areas highlighted in the previous audit and also tested systems, practices and procedures.

### **Follow-up Audit of Café Bars**

A follow-up Audit of the Council run Café Bars has taken place, the Auditor was pleased with the significant progress that has been made over the past six-months in reducing the trading losses in this area.

## **7.0 Progress against high priority equality actions**

There are no high priority equality actions to report.

## **8.0 Data quality statement**

The author provides assurances that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data.



Where data has been estimated, has been sources directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## 9.0 Appendices

- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'key' performance indicators
- Appendix 4 Progress against 'other' performance indicators
- Appendix 5 Financial Statement
- Appendix 6 Explanation of use of symbols



**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.

Milestones	Progress Q 2	Supporting Commentary
Identify areas for improvement in line with the Business Plan and Marketing Plan. (This will drive the development of milestones for 2011/12). <b>Oct 2010</b> . (AOF2)		<p>Due to the recent Stadium restructure business areas have been redefined and specific managers now have responsibility for more specific budget areas.</p> <p>In addition a number of areas within the Stadium have been reviewed and Managers have had an input into progress against last years Business Plan and are presently looking at areas for improvement for the 2010/2011 Business Plan.</p> <p>Although a number of areas are still causing concern (mainly Stadium Fitness and The Sports Bar, progress is being made).</p>
Develop new, user friendly, interactive, Stadium website, <b>Dec 2010</b> (AOF7)		A number of meetings have taken place with representatives from the Communications and Marketing Team, we have been assured that the Stadium figures highly on their priority list and that work is progressing, it is possible that this will be completed within the outlined timescales.



**Appendix 1: Progress Against 'key' objectives / milestones**

SH 2	<b>Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution</b>
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Milestones	Progress Q 2	Supporting Commentary
Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Oct 2010.</b>		<p>Due to the recent Stadium restructure business areas have been redefined and specific managers now have responsibility for more specific budget areas.</p> <p>In addition a number of areas within the Stadium have been reviewed and Managers have had an input into progress against last years Business Plan and are presently looking at areas for improvement for the 2010/2011 Business Plan.</p> <p>Although a number of areas are still causing concern (mainly Stadium Fitness and The Sports Bar, progress is being made).</p>
Host a wedding fayre in <b>Oct 2010 and Feb 2011</b> and a business fayre in <b>Jul 2010.</b>		<p>The Stadium hosted another successful Wedding Fayre on Monday 4<sup>th</sup> October, over 60 brides to be, 35 exhibitors and 300 guests attended the event.</p> <p>The Stadium has two of these events each year and is now regarded as the main Wedding Fayre in Halton.</p> <p>In these trying times where finances are stretched any opportunity to promote our offer should be maximised to its full potential.</p>

**Appendix 1: Progress Against 'key' objectives / milestones**


Ref	Objective
SH 3	<b>Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating</b>

Milestones	Progress Q 2	Supporting Commentary
Develop a strategy and action plan to increase the uptake of free school meals. <b>July 2010.</b>		A full promotion has been implemented on the Pupils return to school in September; we have tried to raise awareness by involving schools in the design of the Winter menu.
Conduct a monthly benchmarking exercise that compares individual school performance. Good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. <b>Mar 2011.</b>		Ongoing






**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
SH 1	<b>Increase the community usage of the stadium and to maintain and improve the health of Halton residents.</b>

Milestones	Progress Q 2	Supporting Commentary
<i>Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. <b>Sep 2010.</b> (AOF2)</i>		Complete, further visits are planned prior to Christmas, a range of offers have been made to students regarding the facilities at the Stadium.
<i>Measure customer satisfaction with Stadium Community Services. <b>Jan 2011</b> (AOF2)</i>		Ongoing
<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. <b>Quarterly.</b> (AOF6 &amp; 7)</i>		This offer is proving very popular with a wide range of organisations including sporting, recreational and charitable. We have noted an increase in occupancy levels due to this offer.
<i>Formulate proposals for events linked to the Football World Cup bid 2018/22 and the Rugby World Cup 2013. <b>Mar 2011.</b> (AOF2 &amp; 7)</i>		A number of formal events are being planned and both the Stadium Manager and Executive Director for Adult & Community are to attend.




**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
SH 2	<b>Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution</b>

Milestones	Progress Q 2	Supporting Commentary
<i>Implement Social Club action plan designed to improve profitability, <b>April 2010</b></i>		Although this Action Plan has been fully implemented the present occupancy levels during the afternoon are still causing concern, a full costing exercise is now underway.
<i>Continue to develop promotional strategy to attract a minimum of 6 large corporate events annually to the Stadium (new Marquee Suite) <b>Mar 2011</b>.</i>		This target has been reached within six months.
<i>Review alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) <b>June 2010</b></i>		This review has now been completed and the Safety Team have fully endorsed the decision to allow alcohol on to the seated areas indefinitely.



**Appendix 2: Progress Against 'other' objectives / milestones**









Ref	Objective
SH 3	<b>Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating</b>

Milestones	Progress Q 2	Supporting Commentary
<i>Deliver a promotion and educational campaign <b>Sep 2010 and Jan 2011.</b></i>		A full promotion has been implemented on the Pupils return to school in September; we have tried to raise awareness by involving schools in the design of the Winter menu. A further advertising campaign is being prepared for January.
<i>Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption <b>Sep 2010.</b></i>		It is highly unlikely in the present financial climate that any further funds will be available to progress this initiative.
<i>Develop effective joint working and agree funding, with the PCT to address childhood obesity, <b>Sep 2010.</b></i>		There are significant issues in dealing with the PCT in the present climate, we will await the decision on delegated funding and seek to secure funding from any source linked to obesity or healthy eating.



**Appendix 3: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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






Cost & Efficiency							
<b>SH 1</b>	No. Of meals served versus hourly input of labour (Previously SH LI5)	8.52	8.75	8.65			Although the Q2 actual is slightly lower than the 2011 target, we are approaching our most productive period for meal uptake and the annual target figure will be exceeded.

Service Delivery							
<b>SH 7</b>	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools fully compliant.
<b>SH 8a</b>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	73.73	78	77.52			Although the Q2 actual is slightly below the 2011 target, there has been a significant increase in the uptake since last year, and if that trend continues then the 2011 target will be exceeded.
<b>SH 8b</b>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	66.91	67.5	71.27			The uptake has increased significantly since last year and is already exceeding the 2011 target.
<b>NI 52a</b>	Take up of school lunches (%) – primary schools	46.38	48	45.78			Although the total uptake figure is down on the 2011 target, we are moving into our busiest period and it is hoped that the uptake over the next 6 months will bring this target back in line.



**Appendix 3: Progress Against 'key' performance indicators**







Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<u>NI 52b</u>	Take up of school lunches (%) – secondary schools	48.75	49	47.21			Although the total uptake figure is down on the 2011 target, we are moving into our busiest period and it is hoped that the uptake over the next 6 months will bring this target back in line.

**Appendix 4: Progress Against 'other' performance indicators**

Ref	Service Area	High Priority Action			Progress	Supporting Commentary	
<b>Cost &amp; Efficiency</b>							
SH 2	Turnover of the Stadium (£m's) (Previously SH LI16)	2.00	2.10	.90			Although the Q2 turnover figure is slightly lower than target we are moving into our busiest period (Christmas) and have the added benefit of St Helens starting their games early January 2011.
SH 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	10.46	10.70	.45			The increased anticipated turnover will help meet this target by year end.
<b>Fair Access</b>							
SH 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	19	22	19			This target is well on track to be exceeded by year end.
<b>Quality</b>							
SH 5	Number of catering staff achieving a formal qualification (previously SH LI3)	12	10	15			The award winning training programme within the catering sector continues to deliver, over 340 catering staff now have a formal NVQ.
SH 6a	Food cost per primary school meal (pence) (Previously SH LI22a)	69	72	71			On target.

**Appendix 4: Progress Against 'other' performance indicators**

Ref	Service Area	High Priority Action			Progress	Supporting Commentary	
SH 6b	Food cost per secondary school meal (pence) (Previously SH LI22b)	90.45	92	98			The Q2 actual is slightly concerning, we are presently investigating the menu mix to ensure maximum profitability is achieved.

Service Delivery							
SH 9	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	670	680	302			On target.
SH 10	Uptake of the Halton Leisure card scheme (Previously SH LI11)	270	300	220			There has been a significant increase in the number of people registering for a Halton Leisure Card.
SH 11	Average number of healthy food initiatives per school (Previously SH LI18)	8	7	8			Exceeding target.

## Appendix 5: Financial Statement

## CATERING DIVISION

Revenue Budget as at 30<sup>th</sup> September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	2,883	1,509	1,515	(6)	1,518
Other Premises	5	5	0	5	0
Food Provisions	1,962	687	646	41	662
Supplies & Services	305	152	103	49	113
Transport	161	45	41	4	41
<b>Total Expenditure</b>	<b>5,316</b>	<b>2,398</b>	<b>2,305</b>	<b>93</b>	<b>2,334</b>
<b>Income</b>					
Sales Income	-2,482	-869	-814	(55)	-814
Fees & Charges Income	-121	-61	-94	33	-94
Government Grant Income	-200	0	0	0	0
Reimbursements & Other Grant Income	-17	-1	0	(1)	0
Internal Fees Income	-1,996	-1,249	-1,249	0	-1,249
<b>Total Income</b>	<b>-4,816</b>	<b>-2,180</b>	<b>-2,157</b>	<b>(23)</b>	<b>-2,157</b>
<b>Net Controllable Expenditure</b>	<b>500</b>	<b>218</b>	<b>148</b>	<b>70</b>	<b>177</b>
<b>Recharges</b>					
Premises Support	18	0	0	0	0
Central Support Services	2	1	1	0	1
<b>Net Total Recharges</b>	<b>20</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>Net Departmental Total</b>	<b>520</b>	<b>219</b>	<b>149</b>	<b>70</b>	<b>178</b>

**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 2 is £70k below budget profile, due to expenditure relating to supplies & services for repairs and advertising, and food provisions being lower than expected at this point of the year.

Employee expenditure is over budget profile due to some additional expenditure for equal pay.

Sales Income is under achieving due to school term dates, it is expected higher income in winter months will address this.

Fees & Charges income is over achieving due to higher than expected usage of Meals on wheels at this point of the year.



## Appendix 5: Financial Statement

## STADIUM &amp; CATERING DEPARTMENT

Revenue Budget as at 30<sup>th</sup> September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	3,782	1,958	2,053	(95)	2,056
Other Premises	312	159	163	(4)	275
Food Provisions	2,178	762	694	68	714
Bar Provisions	284	142	137	5	144
Supplies & Services	675	337	269	68	295
Transport	173	51	47	4	47
Other Agency Costs	1	1	1	0	1
<b>Total Expenditure</b>	<b>7,405</b>	<b>3,410</b>	<b>3,364</b>	<b>46</b>	<b>3,532</b>
<b>Income</b>					
Sales Income	-3,577	-1,282	-1,186	(96)	-1,186
Fees & Charges Income	-550	-320	-349	29	-349
Rents Income	-50	-25	-6	(19)	-6
Government Grant Income	-200	0	0	0	0
Reimbursements & Other Grant Income	-17	-1	0	(1)	0
Internal Fees Income	-2,126	-1,314	-1,344	30	-1,344
<b>Total Income</b>	<b>-6,520</b>	<b>-2,942</b>	<b>-2,885</b>	<b>(12)</b>	<b>-2,885</b>
<b>Net Controllable Expenditure</b>	<b>885</b>	<b>468</b>	<b>479</b>	<b>(57)</b>	<b>647</b>
<b>Recharges</b>					
Premises Support	18	0	0	0	0
Central Support Services	13	12	12	0	12
Asset Charges	660	0	0	0	0
HBC Support Costs Income	-123	0	0	0	0
<b>Net Total Recharges</b>	<b>568</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>
<b>Net Departmental Total</b>	<b>1,453</b>	<b>480</b>	<b>491</b>	<b>(11)</b>	<b>659</b>

**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 2 is £34k below budget profile.

The main variances against the profiled budget relate to employee expenditure being over budget profile because of additional expenditure for casual staff to cover match days and sickness in the Stadium Fitness. The redesign of the rotas has continued and will result in a reduced demand for casual staff in the future.

<b>Appendix 5: Financial Statement</b>
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Food Provisions and Supplies & Services are under budget profile due to Stadium room bookings being made without additional food orders and less events resulting in lower security costs, this is partially offset by a subsequent under achievement of sales income.

Fees & Charges and Internal Fee income is over achieving at this point in the year due to a higher proportion of membership and room hire income.

Rents Income is under achieving due to income for football fixtures being later than usual.

### **STADIUM CAPITAL**

#### **Capital Budget as at 30<sup>th</sup> September 2010**

	2010/11 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Stadium Minor Works	30	0	3	27
<b>Total Spending</b>	<b>30</b>	<b>0</b>	<b>3</b>	<b>27</b>

#### **Comments on the above figures:**

Expenditure of approximately £13k is committed with further projects involving the Concourse area planned, it is anticipated that the allocation will fully spend by year end.

## Appendix 5: Financial Statement

**STADIUM DIVISION**  
**Revenue Budget as at 30<sup>th</sup> September 2010**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date	Actual Including Committed Items
	£'000	£'000	£'000	(overspend) £'000	£'000
<b>Expenditure</b>					
Employees	899	449	538	(89)	538
Other Premises	307	154	163	(9)	275
Food Provisions	216	75	48	27	52
Bar Provisions	284	142	137	5	144
Supplies & Services	370	185	166	19	181
Transport	12	6	6	0	6
Other Agency Costs	1	1	1	0	1
<b>Total Expenditure</b>	<b>2,089</b>	<b>1,012</b>	<b>1,059</b>	<b>(47)</b>	<b>1,197</b>
<b>Income</b>					
Sales Income	-1,095	-413	-372	(41)	-372
Fees & Charges Income	-429	-259	-255	(4)	-255
Rents Income	-50	-25	-6	(19)	-6
Internal Fees Income	-130	-65	-95	30	-95
<b>Total Income</b>	<b>-1,704</b>	<b>-762</b>	<b>-728</b>	<b>(34)</b>	<b>-728</b>
<b>Net Controllable Expenditure</b>	<b>385</b>	<b>250</b>	<b>331</b>	<b>(81)</b>	<b>469</b>
<b>Recharges</b>					
Central Support Services	11	11	11	0	11
Asset Charges	660	0	0	0	0
HBC Support Costs Income	-123	0	0	0	0
<b>Net Total Recharges</b>	<b>548</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>11</b>
<b>Net Divisional Total</b>	<b>933</b>	<b>261</b>	<b>342</b>	<b>(81)</b>	<b>480</b>

**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 2 is £36k above budget profile, due to additional employee expenditure of casual staff to cover match days and sickness in the Stadium Fitness. The redesign of the rotas has continued and will result in a reduced demand for casual staff in the future.

Food Provisions is under budget profile due to Stadium room bookings being made without additional food orders. This is partially offset by a subsequent under achievement of sales income. Spend is expected to increase in quarter 3 due to the purchase of supplies for Christmas events.




Supplies & Services is under budget profile due to lower security costs this partially offsets the under achievement of sales income for sports events.

Fees & Charges and Internal Fee income is over achieving at this point in the year due to a higher proportion of membership and room hire income.

Rents Income is under achieving due to income for football fixtures being later than usual.




Appendix 6: Explanation of Symbols
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Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an <u>intervention or remedial action</u> taken.</i>

#### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that <b>performance is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that <b>performance is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that <b>performance is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.

## Progress Update Report – Halton Direct Link

**Period:** Q2 - 1<sup>st</sup> April to 30<sup>th</sup> September 2010

### 1.0 Introduction

The purpose of this report is to provide information concerning those objectives / milestones identified within the Adults and Community Directorate Plan that relate to the Council's Halton Direct Link facility.

### 2.0 Key Developments / Emerging Issues

- As the Government is encouraging statutory organisations to work in partnership and share services, officers from the Council have met with Cheshire Constabulary to explore the feasibility of sharing and providing some services jointly to the public. Work is underway to consider some services provided by Cheshire Constabulary at Widnes Direct Link. When more progress has been made a report will be provided which outlines the framework.
- The Council's Efficiency Review of Halton Direct Link and Revenue & Benefits is now almost completed. The outcome of this review will be made available to Elected Members in the near future.
- A review of the Council's Contact Centre will commence in the New Year and the outcome will be reported to Elected Members in 2011.
- The building work at Widnes Municipal Building will be completed in the New Year and all staff from Catalyst House will be re-located on the first floor.

### 3.0 Current Progress

#### Objective

**Review the efficiency of Customer Services (Halton Direct Link) to ensure that it is providing a value for money service, which meets the needs of the people of Halton**

#### Milestone

Develop an Implementation, Transition and Development Plan which outlines the activities required to implement the recommendations of the review of Halton Direct Link **May 2010** (AOF 33)

Progress Q 2



<b>Supporting Commentary</b>
Review currently underway but not yet been completed see below.

<b>Milestone</b>	<b>Progress Q 2</b>
Following the work stream efficiency assessment of Halton Direct Link, develop alternative options for delivery of the service (if any) <b>April 2010</b>	?
<b>Supporting Commentary</b>	
Work is continuing on the efficiency review. A pilot for an alternative method of service delivery for Revenues and Benefits was piloted for two and a half weeks from 21 <sup>st</sup> June. A review of this pilot is currently being undertaken and options for front line service delivery are being explored.	




<b>Milestone</b>	<b>Progress Q 2</b>
Following implementation, undertake an evaluation of the service to ensure that it is meeting the requirements of the people of Halton <b>March 2011</b>	?
<b>Supporting Commentary</b>	
Subject to the progress being made in the above milestone	

### Performance Indicators

Ref	Description	09 -10 Actual	10 – 11 Target	Q2	Progress
NI 14	Avoidable Contact: The average number of customer contacts per received customer request	18.97 %	18 %	-	-




<b>Supporting Commentary</b>
This NI is no longer collected nationally because of the difficulties in ensuring data is collected in a comparable manner.
As a result information regarding this indicator will no longer be collated and a review of performance indicators will be undertaken which is relevant to the Efficiency Programme outcomes.

Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
<b>Amber</b>	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an <u>intervention or remedial action</u> taken.</i>

#### **Direction of Travel Indicator**

Where possible performance measures will also identify a direction of travel using the following convention

<b>Green</b>	 Indicates that <b>performance is better</b> as compared to the same period last year.
<b>Amber</b>	 Indicates that <b>performance is the same</b> as compared to the same period last year.
<b>Red</b>	 Indicates that <b>performance is worse</b> as compared to the same period last year.
<b>N/A</b>	Indicates that the measure cannot be compared to the same period last year.

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 04<sup>th</sup> January 2011

**REPORTING OFFICER:** Strategic Director (Resources)

**SUBJECT:** Sustainable Community Strategy  
2010 – 11 Mid-year progress report.

**WARDS:** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To provide information on the progress in achieving targets contained within the Sustainable Community Strategy for Halton.

### **2.0 RECOMMENDED THAT:**

- i. The report is noted
- ii. The Board considers whether it requires any further information concerning the actions being taken to achieve the performance targets contained within Halton's Sustainable Community Strategy.

### **3.0 SUPPORTING INFORMATION**

3.1 The Sustainable Community Strategy is the central document for the Council and its partners, providing an evidenced based framework through which actions and shared performance targets can be developed and communicated. An updated Sustainable Community Strategy for Halton is presently at an advanced stage of preparation and will become live from April 2011.

3.2 The coalition government has set out its intention to create greater transparency. This is intended to include the publication of performance as well as financial transactions. It is the government's expectation that Whitehall departments, local authorities and other public bodies will be performance managed by the communities and citizens which they serve. To this end, the coalition has set out its performance measures in government departmental business plans. Many of these performance measures are already included in the Sustainable Community Strategy.

3.3 The current Sustainable Community Strategy included targets which were also in the Local Area Agreement (LAA). In October this year, the coalition government announced the ending of government performance management of local authorities through LAA's.



3.4 Nevertheless, we need to maintain some framework of performance management to:

- measure progress towards our own objectives for the improvement of the quality of life in Halton.
- meet the government's expectation that we will publish performance information.

3.5 Attached as Appendix 1 is a report on progress to the 2010 – 11 mid-year which includes a summary of all indicators within the existing Sustainable Community Strategy and additional information for those specific indicators and targets that fall within the remit of this Policy and Performance Board.

3.6 In considering this report Members should be aware that:-

- a) All of the measures within the National Indicator Set (NIS) are monitored through Quarterly Departmental Service Plan Monitoring Reports. The purpose of this report is to consolidate information on all measures and targets relevant to this PPB in order to provide a clear picture of progress.
- b) In some cases outturn data cannot be made available at the mid-year point. Additionally, all measures captured through the National Place Survey, which was due to be undertaken this year, have been deleted from the NIS by central government and therefore no further data will be made available in 2010/11. The future requirement for localised perception survey under the transparency agenda is presently subject to consideration.

#### **4.0 CONCLUSION**

4.1 The Sustainable Community Strategy for Halton, and the performance measures and targets contained within it will remain central to the delivery of community outcomes. It is therefore important that we monitor progress and that Members are satisfied that adequate plans are in place to ensure that the Council and its partners achieve the improvement targets that have been agreed.

#### **5.0 POLICY IMPLICATIONS**

5.1 The Sustainable Community Strategy for Halton is central to our policy framework. It provides the primary vehicle through which the Council and its partners develop and communicate collaborative actions that will positively impact upon the communities of Halton.

## **6.0 OTHER IMPLICATIONS**

- 6.1 The publication by Local Authorities of performance information is central to the coalition government's transparency agenda. This is accompanied by a commitment to reduce top down performance management, with the existing National Indicator Data Set (NIS), replaced from April 2011 with a single comprehensive list of all data that Local Authorities are required to provide to Central Government.
- 6.2 Central Government target setting will be replaced by minimum standards in some areas e.g. the proposed new floor target that every school should achieve 35% of pupils with 5 good GCSEs including specified subjects.
- 6.3 Thus, it still remains to be seen whether the burdens placed on local government will be reduced or simply redefined.

## **7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 7.1 This report deals directly with the delivery of the relevant strategic priority of the Council.

## **8.0 RISK ANALYSIS**

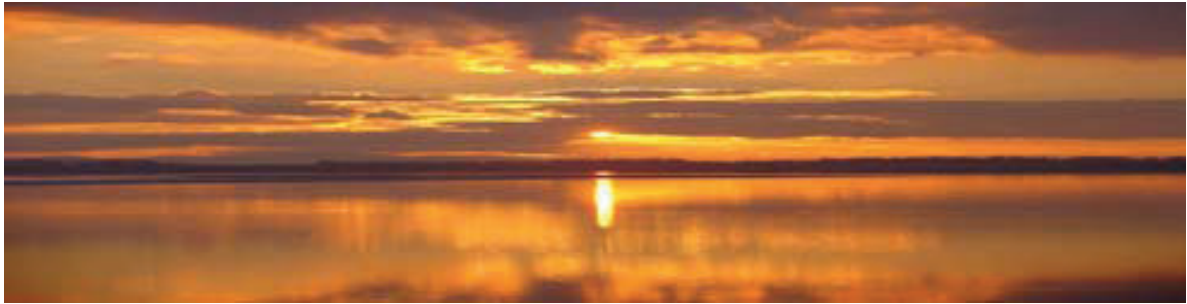
- 8.1 The key risk is a failure to improve the quality of life for Halton's residents in accordance with the objectives of the Sustainable Community Strategy. This risk can be mitigated through the regular reporting and review of progress and the development of appropriate actions where under-performance may occur.

## **9.0 EQUALITY AND DIVERSITY ISSUES**

- 9.1 One of the guiding principles of the Sustainable Community Strategy is to reduce inequalities in Halton.

## **10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

Document	Sustainable Community Strategy 2006 – 11
Place of Inspection	2 <sup>nd</sup> Floor, Municipal Building, Kingsway, Widnes
Contact Officer	Rob MacKenzie (0151 471 7416)



# **The Sustainable Community**

## **Strategy for Halton**

**2006 - 2011**

### **Mid-year Progress Report**

**01<sup>st</sup> April 2010 – 30<sup>th</sup> Sept 2010**

**Resources Policy &**







**Performance Board**

<p><b>Document Contact (Halton Borough Council)</b></p>	<p>Mike Foy Principal Performance Management Officer Municipal Buildings, Kingsway Widnes, Cheshire WA8 7QF <a href="mailto:Mike.foy@halton.gov.uk">Mike.foy@halton.gov.uk</a></p>
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














This report provides a summary of progress in relation to the achievement of targets within Halton’s Sustainable Community Strategy 2006 - 2011.

It provides both a snapshot of performance for the period 01<sup>st</sup> April 2010 to 30<sup>th</sup> September 2010 and a projection of expected levels of performance to the year-end.








The following symbols have been used to illustrate current performance as against the 2011 target and as against performance for the same period last year.

	<p>Target is likely to be achieved or exceeded.</p>		<p>Current performance is better than this time last year</p>
	<p>The achievement of the target is uncertain at this stage</p>		<p>Current performance is the same as this time last year</p>
	<p>Target is highly unlikely to be / will not be achieved.</p>		<p>Current performance is worse than this time last year</p>

## HEALTHY HALTON

NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
8	Adult participation in sport			
53	Prevalence of breastfeeding at 6 – 8 weeks from birth			
120	All-age all-cause mortality			 (Male)  (Female)
123	16+ Smoking rate prevalence			
139	People > 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	N/A	N/A (See comment)	N/A
142	Number of vulnerable people supported to maintain independent living			
150	Adults in contact with secondary mental health services in employment			

**Non Local Area Agreement Measures / Targets**

121	Mortality rate from all circulatory diseases at ages under 75 (proxy for local indicator H1)			
122	Mortality from all cancers at ages under 75 (proxy for local indicator H2)			
124	Increase the number of people with a long term condition supported to be independent and in control of their condition		N/A	N/A

## CHILDREN &amp; YOUNG PEOPLE

NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
72	Early years foundation stage attainment			
73	Proportion achieving level 4 at KS2 in both English and Maths			
75	Proportion achieving 5 A-C GCSE's including English and Maths			
87	Secondary school persistence absence rate			
92	Achievement Gap at Early Years Foundation Stage			
93	Proportion progressing by 2 levels at KS2 in English			
94	Proportion progressing by 2 levels at KS2 in Maths			
99	Proportion of children in care achieving level 4 at KS2 English			
100	Proportion of children in care achieving level 4 at KS2 Maths			
101	Proportion of children in care achieving 5 A – C GCSE's			

## Non-statutory indicators

56	Obesity among primary school age children-Year 6			
63	Stability of placements of looked after children			
80	Achievement of a Level 3 qualification at age 19		N/A	N/A
111	First time entrants to Youth Justice System			
112	Under 18 conception rate			
115	Substance misuse by young people		N/A	N/A
116	Proportion of children in poverty	N/A		N/A
117	16 – 18 Year olds not in education, training or employment			

**Non Local Area Agreement Measures / Targets**

NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
CYP1	Reduce the 13% gap in attainment of 5 A*-C GCSEs (including English and Maths) by 25% between those living in the worst 10% LSOA nationally and the Halton average in the three years to 2011			
48	Reduce the number of children and young people killed or seriously injured in road traffic accidents			
199	Increase the children and young people's satisfaction with parks and play areas		N/A	N/A










**SAFER HALTON**

5	Overall satisfaction with the area	n/a	n/a	n/a
7	Environment for a thriving third sector	n/a	n/a	n/a
16	Serious acquisitive crime rate			
17	Perceptions of anti-social behaviour	n/a	n/a	n/a
20	Assault with injury crime rate			
30	Re-offending rate of prolific and priority offenders			
32	Repeat incidents of domestic violence			
33	Arson incidents			
39	Alcohol related hospital admission rates			
40	Drug users in effective treatment			













**Non Local Area Agreement Measures / Targets**

NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
47	Reduce the number of people killed or seriously injured in road traffic accidents			
SH1	Reduce the number of incidents of ASB in the worst 5 Lower Super Output Areas compared with the rest of the borough			












**EMPLOYMENT, LEARNING & SKILLS & COMMUNITY**

NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
153	Working age people claiming out of work benefits in the worst performing neighbourhoods			
163	Working age population qualified to at least Level 2 or higher.			
171	VAT Registration rate			

**Non Local Area Agreement Measures / Targets**










NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
ELS1	Reduce the proportion of adults with no qualifications			
ELS2	Increase the proportion of adults qualified to Level 3			
ELS3	Increase the rate of self-employment			
ELS4	Ensure unemployment in any Lower Super Output Area is less than 20% above the borough average			

**URBAN RENEWAL**

NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
5	Overall satisfaction with local area	n/a	n/a	n/a
154	Net additional homes provided			
175	Access to services and facilities by public transport walking and cycling			
186	Per Capita CO2 Emissions in LA area	N/A		
192	Household waste collected and recycled			



**Non Local Area Agreement Measures / Targets**

NI	Descriptor	2009/10 Target	2010/11 Target	Direction of travel
UR1	Assist in maintaining the current baseline of 59,000 jobs in Halton			
UR2	To bring 10 hectares of derelict land back into beneficial use annually			
UR3	Facilitate the relocation of businesses affected by the construction of the Mersey Gateway Bridge (Business identified - 78)			

**NI 5 Increase residents overall satisfaction with the area**

Baseline (2007-08)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
70.4%	N/A	73.4%	Refer comment				n/a	n/a

**Data Commentary**

The baseline position for this indicator is the perception data that was captured as part of the 2008 National Place Survey. A further survey was planned for 2010 but was cancelled and so an update is not expected.

**General Performance Commentary**

As 2009 is the 'gap' year between the national Place surveys the Halton Strategic Partnership commissioned research from IPSOS-MORI to follow-up the key findings of the Place Survey in more detail.


Generally people are satisfied with Halton as a place to live including: people (neighbours, family and friends), parks, schools, shopping, health and transport, NMAs (local housing and shopping facilities) and have an affinity for the local area with a sense of community and a high proportion of longstanding residents.

The key areas residents felt needed to be improved were: – low level crime, ASB, drugs, lack of respect, job prospects, reduce pollution, influence in decision making (NMAs), clean streets and activities for teenagers.

**Summary of key activities undertaken / planned during the year**

The current format for the Cohesion, Engagement and Liveability Group disbanded in April 2010 and is in the process of the being reviewed.

**NI 186 Per capital CO2 emissions in LA area**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
10.1 tonnes per capita (2007/8)	N / A figures from DEFRA annually	4%	N / A	N / A	-	-	?	

**Data Commentary**

The previous target has been reduced to 4% with agreement of Halton Borough Council's Executive Board, as the previous target was wholly unachievable.

**General Performance Commentary**

There have been a number of projects undertaken throughout the year which have had a positive impact on reducing carbon emissions.

**Summary of key activities undertaken / planned during the year**

Installation of voltage optimisation equipment is continuing, 8 sites now have equipment installed, saving in the region of 250 tonnes of CO2 in total pa. An additional 7 sites will be fitted within the next 12 months.

Automatic Meter Reading (AMR) installation programme now almost complete; as such nearly all sites have half hourly consumption data available to view through a web portal. This gives us tools to proactively monitor consumption trends, helping us identify abnormal levels of consumption.

New Sustainable Projects Officer has started working with information from the AMR web portals and is thus beginning to work with building managers to help educate and train personnel in terms of good energy management; help identify areas for improving energy efficiency.

Various refurbishment projects have been carried out this year where improved levels of energy efficiency have been built in, examples being Halton Lea Library refurbishment and window replacement programme at Rutland House.

Energy audits undertaken by the Carbon Trust have been completed. A number of energy saving suggestions have come from these, which are now being investigated further. Some of these will be carried out, funding permitting.

Planned activities over the next 12 months:

Installation of voltage optimisation equipment at a further 7 sites to take place, with further bids to be placed for an ongoing programme of installation.

A number of new projects to come on-line which have had energy efficiency measures built in, e.g. Municipal Building ground/first floor refurbishment project & new primary school at Upton All Saints.

An HBC Policy & Performance Board report recommending the way forward in term of energy management within buildings will go to Exec Board for approval. This outlines a series of recommendations on improving energy management to try and embed it into the decision making process within the Council, and ensure it is brought into the monthly reporting cycle by managers.

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 04<sup>th</sup> January 2011

**REPORTING OFFICER:** Strategic Director Resources

**SUBJECT:** Business Plans 2011-2014

**WARDS:** Borough wide

1. **PURPOSE OF THE REPORT**

- 1.1. To provide an update on Business Planning for the period 2011-14 and to consider the Directorate priorities, objectives and targets for services for this period that fall within the remit of this Policy and Performance Board.

2. **RECOMMENDED: that**

- i. The Board identifies any objectives and targets for the next three years that it wishes to see included in the Business Plans.
- ii. That Board Members pass any detailed comments that they may have on the attached information to the relevant Operational Director by 20<sup>th</sup> January 2011.

3. **SUPPORTING INFORMATION**

- 3.1 Each Directorate of the Council is required to develop a medium term business plan, in parallel with the budget, that is subject to annual review and refresh. Draft Service Objectives and Performance Indicators and targets have been developed by each Department and this information is included within Appendices to the Directorate Plan. These departmental objectives and measures will form the basis of the quarterly performance monitoring received by the Board during the future year.
- 3.2 Due to the proposed structural changes across the Council and the need to better integrate the Directorate's priorities as last year a combined plan will be published rather than individual Departmental Service Plans. This plan is still subject to reconfiguration of services between Directorates, subject to consultation.
- 3.3 PPB input to the business planning process and the setting of priorities for the Directorate is an important part of this process and the report

outlines some options for consideration. Comments additional to those made following the PPB meeting should be made to the relevant Operational Director by 20<sup>th</sup> January 2010 to allow inclusion in the draft business plan.

- 3.4 The draft Directorate Business Plan will be revised given proposed reconfiguration of Directorates during January and will go to Executive Board for approval on 12<sup>th</sup> February 2011, at the same time as the draft budget. This will ensure that decisions on Business Planning are linked to resource allocation. All Directorate plans will be considered by full Council at the 2<sup>nd</sup> March meeting.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 Business Plans form a key part of the Council's policy framework.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 Directorate Plans will identify resource implications.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

All service objectives and performance indicators demonstrate how Directorate plans contribute to the delivery of Council's strategic priorities and key areas of focus.

#### **7.0 RISK ANALYSIS**

- 7.1 Risk assessment will continue to form an integral element of Directorate Plan developments. This report mitigates the risk of members not being involved in the setting of service delivery objectives.

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

- 8.1 All Service Plans will be subject to an equality impact assessment and any high priority implications will be summarised within the plans.

#### **9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

- 9.1 There are no relevant background documents to this report.



**Resources  
Directorate**

**DIRECTORATE PLAN**

**April 2011 to March 2014**

## Contents

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2.0 Introduction	
3.0 Key messages	
4.0 Factors affecting the Directorate	
5.0 Organisational initiatives	
6.0 Directorate structure	
7.0 Resources	
8.0 Business planning	

### *Appendices*

#### *Service Objectives and performance Indicators*

- 1.0 Financial Services*
- 1.1 ICT and Administrative Services*
- 1.2 Human Resources and Organisational Development*
- 1.3 Legal and Democratic*
- 1.4 Policy & Strategy and Performance and Improvement*

*NB – other directorate specific information may be included within Appendices at the author's discretion.*

## Foreword and Introduction from Strategic Director

This Plan is being prepared at a time of significant change for the Council. The first wave of the Council's Efficiency Programme has been delivered, with waves 2 and 3 underway. We are also facing significant reductions in Government grant. This brings with it a time of great uncertainty for many staff but also new opportunities for others. The Directorate will continue to play a key role in supporting the delivery of front line services through the effective and efficient use of limited resources.

The Directorate is divided into the following five functional areas (a more detailed structure can be found under heading 'Directorate Structure'):

- Financial Services
- Legal and Democratic Services
- ICT and Administrative Services
- Policy and Performance
- Human Resources

At a time when financial resources will be severely restricted the Finance Department will have a key role to play including the co-ordination of the efficiency programme and facilitating better procurement across the Council.

The Directorate provides support to the Council and its Management Team in relation to the development of the Council's long-term policy objectives, working closely with the Halton Strategic Partnership in the development and review of the Sustainable Communities Strategy. It is important that work is based on up to date research material and is in tune with current thinking.

The Directorate also has the responsibility for ensuring that the decision making processes of the Council are effectively administered and that elected members are supported in the various important roles they hold.

Key to the success of any organisation is its people. The Human Resource service works in support of managers to ensure that the workforce is appropriately trained and developed to deliver first class services to the public. The implementation of the Council's 'People's Strategy' is important in meeting that objective. At a time of uncertainty for staff the training, welfare and occupational health services continue to provide important support mechanisms.

Last but by no means least the Directorate hosts the Council's Risk and Emergency Planning Team, which includes the Health and Safety advisory function. The team plays an important role in co-ordinating the Council's response to emergency incidents.

Ensuring that the Council's plans for such scenarios are up to date and regularly exercised is a major part of the team's responsibilities.



Key to the overall success of the Directorate is working closely with all Directorates of the Council to ensure that the support services offered meet the operational needs of the Council. With reducing resources the key will be to work with Directorates to identify priorities and to manage expectations. Last year's wave 1 efficiency review proved how vital to frontline services many of the business infrastructure functions provided by the Resources Directorate are.

## Key messages

As an element of the first wave of the Council's Efficiency Programme a number of revised structures were introduced as of April 2010 in order to ensure that the organisations business support functions remained cost-effective and efficient.

The revised approach saw a number of previously discrete functions being migrated into centrally managed organisational support teams. These revised structural arrangements made a significant contribution to the Wave 1 efficiency savings of £4.4 million through reducing the on-going cost of functional support to the delivery of front line services. Adopting this approach has ensured that as we move into the period 2011 and beyond the Council is better placed to:-

- ☑ Remove duplication and the eliminate waste through the rationalisation of key business practices. In addition to enhancing the consistency of core processes the approach has resulted in greater synergy in what were previously discrete activities. For example policy development has been rationalised thereby avoiding the need for separate and independent policy initiatives. As a result the development of the Council's Core Strategy, Local Transport Plan and Sustainable Community Strategy has been combined to allow a single consultation exercise thereby reducing costs and the potential of consultation 'fatigue'.
- ☑ Ensure greater resilience and flexibility through the use of pooled resources and a wider base of knowledge.
- ☑ Make better use of existing internal expertise and improving formal and informal communications within support teams and Directorates. This has led, for example, to the more effective use of research and intelligence thereby eliminating the unnecessary use of external providers.

The better management of procurement activity has resulted in savings to date in excess of £0.5 million. Further enhancements to procurement processes, for example through the use of e-tendering, will continue to deliver

savings, anticipated to increase to £1 million into the medium term. Additionally this will enhance the transparency of the procurement process and ongoing work with the Halton Chamber of Commerce will further improve trading opportunities for local suppliers.

As would be expected the prevailing economic climate has resulted in a significantly increased demand for Housing and Council Tax benefit services. Despite this the service continues to be one of the best performers in the region in terms of benefit processing, and Council Tax and Business rates collection. Additionally the service has secured an increase in welfare rights payments to Halton residents in exceeding £1.6 million.

Learning from the Wave 1 Efficiency Programme initiatives has been integrated into Waves 2 and 3 which will continue to be undertaken during the life of this plan.

Legal and Democratic Services have again secured Lexcel and ISO accreditation (should be Jan 2011) which provides the authority with assurance of the quality of service provision.

The Directorate will continue to pursue and exploit all potential opportunities from the use of ICT to support the delivery of efficient business processes and services through the use of innovative delivery channels and the development and support of automated processing solutions.

Additionally ICT Business Continuity and Disaster Recovery arrangements continue to be developed and this will ensure that our arrangements remain robust and that the risk of any interruption to key services is marginalised and that recovery solutions are priority based and are managed effectively.

The introduction of International Financial Reporting Standards for 2010 – 11 has had a significant impact upon the preparation of the Councils' accounts as have the requirements to publish data from January 2011 in relation to spend in excess of £500.

The loss of grant funding streams and reductions in mainstream funding for the Council and partner organisations following the Comprehensive Spending Review will have significant implications for the delivery of services for Halton residents. More innovative and collaborative approaches to service delivery will be necessary to ensure that local needs are met. The Halton Strategic Partnership is exploring opportunities for more focused service delivery targeting those households most in need and for sharing services and accommodation based on a "Total Place" approach.

To support the Council's efficiency review, we are in the process of re-aligning all our workforce strategies across the council under the umbrella of an overarching People's Strategy. This will ensure that all Directorates share an overarching vision and principles to achieve a skilled, motivated, flexible and diverse workforce which delivers value for money services and will ultimately make a difference to the community that it serves. The work will be

progressed and monitored via a new Corporate Organisational Development Group, which replaces four working groups which had a workforce development remit.

The Council participated in the Energy Savings Trust (EST) One to One audit. The EST made a number of recommendations to reduce carbon emissions within the Council and through working with businesses and partner organisations. The findings and recommendations of the audit are being used to develop a Climate Change Strategy and Action Plan on behalf of the Halton Strategic Partnership.

The Safer Halton Partnership produces an annual Joint Strategic Needs Assessment which brings together crime data, public consultation surveys and other information to help identify the priorities for the work of the Partnership over the coming 12 months. The priorities identified in 2010 were anti social behaviour, safeguarding vulnerable adults and children, domestic abuse, confidence and communication, drug use and drug dealing and alcohol misuse. The findings of the JSNA have helped inform the development of Halton's Sustainable Community Strategy.

The Joint Strategic Needs Assessment (JSNA) for Health & Wellbeing, forms the basis of a duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs.

## **Factors affecting the Directorate**

The abolition of elements of the national performance framework e.g. the cessation of Comprehensive Area Assessment, Local Area Agreements and revisions to the National Indicator set will impact on the work of the Directorate, for example how the climate change agenda, which is likely to remain a high priority for the Government, is managed.

Additionally regional bodies have been abolished, the Health Service is being restructured and Police Commissioners and Local Economic Partnerships are being introduced. Whilst the complete picture of reform has yet to emerge there are some clear implications for the service i.e.:-

- Although the nature of partnership working will change it will become increasingly important for agencies to work collectively in pursuit of community goals whilst operating with a significantly reduced resource base.
- Central government targets will be replaced by minimum standards in some areas. However whilst there may be fewer centrally imposed targets the authority will still be required to publish performance against a national data set under the transparency

agenda and the LGA are currently preparing proposals for self-regulation including a local authority performance dashboard.

- Whilst we will have greater freedom in designing self-determined strategic policy and performance management frameworks there will still be areas of close regulation in Adult Social Care and Children's Services. Additionally Government Departments, as part of its transparency framework have published business plans which will require data from local authorities.

A number of education related policies were introduced in 2010 that could have implications for the workload of the Directorate's Policy and Strategy Division and will drive partnership working through the Halton Children's Trust. These include the Education White Paper which aims to improve attainment standards and discipline in schools, the Special Educational Needs Green Paper which aims to improve choice and support for parents of children with special educational needs and the Academies Act 2010 which will allow schools to apply for Academy status.

Similarly, the Coalition Government has announced changes to healthcare and adult social care which could have local policy implications including the NHS White Paper "Equity and Excellence: liberating the NHS", Public Health White Paper and "A Vision for Adult Social Care: Capable Communities and Active Citizens."

The Government is devolving significant financial control to local authorities. Ringfencing of all local government revenue grants will end from 2011-12, except the simplified schools grants and a new public health grant. The number of separate core grants, will be radically reduced from over 90 to fewer than 10, excluding schools, police and fire. More than £4 billion of revenue grants will be rolled into formula grant;

The first community budgets will be run in 16 local areas from April 2011 for families with complex needs. These will pool departmental budgets for local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication and waste. All places may be able to operate these approaches from 2013-14. Councils and their partners will also have greater flexibility to work across boundaries in health, policing, worklessness and child poverty.

The Government will pay and tender for more services by results, rather than be the default provider of services. The use of simple tariffs and more innovative payment mechanisms will be explored in new areas, including community health services, processing services, prisons and probation and children's centres. This builds on measures already announced to implement payment by results in welfare to work, mental health and offender rehabilitation services.

The coalition's national deficit reduction strategy has, and will continue to have, a considerable impact upon all local authorities and other agencies

within the public sector. For Halton this means that the Council will need to save approximately £48m over the next three years i.e. approximately one third of its budget. The front-loading of such spend reduction equates to savings being required in 2011 – 12 in excess of £20 million.

This environment will represent challenges for the Directorate and work will continue to develop appropriate mechanisms for providing support throughout the organisation in relation to effective financial management. Additionally work will be undertaken with SIGOMA during the life of this plan to mitigate as far as possible against any adverse impact of the grant distribution formula to be introduced by government from 2013.

A number of grant funding streams will cease as of 31<sup>st</sup> March 2011, including Working Neighbourhood's Fund, Local Public Service Agreement and Safer and Stronger Communities. As such streams support a variety of projects delivered by the Council and its partners, for example Community Safety Team and the Domestic Violence Service, this represents a significant challenge in terms of supporting future service provision and the delivery of community priorities identified within the 2011 Sustainable Community Strategy.

The Councils Efficiency Programme will continue to be delivered and the Directorate will continue to lead on, identify and exploit further procurement opportunities that may exist in order to generate further spend reductions across the organisation.

There are also a number of legislative changes that will be introduced during the life of this plan which will impact upon the work of the Directorate. These include:-

- The introduction of Universal Credit and changes to housing benefit and local housing allowance which will also have significant implications for Halton residents and will have local policy implications.
- The Decentralisation and Localism Bill, which is expected to be published by the end of 2010, aims to devolve power to local authorities and communities and give local authorities greater financial autonomy. This will have major implications for the Directorate and the organisation as a whole.
- The Child Poverty Act 2010 placed a duty on local authorities and partners to co-operate in the production and publication of a Child Poverty Needs Assessment and Strategy for their area. Work on the Halton needs assessment and Child Poverty Strategy is progressing and will be in place by April 2011.
- The Equality Act 2010 replaced existing anti discrimination laws with a single Act. It included a new public sector Equality Duty, replacing the separate public sector equality duties relating to race, disability

There are number of major ICT projects to be undertaken in the next three years acting as enablers for service delivery in conjunction with the Directorates. The most significant projects for the Directorate over the period of this plan are as follows:

- Carefirst/ ESCR/ICS to provide an effective solution for Adult and Children's Social Care.
- The rollout of the Carefirst financials system to income and assessment and client finance teams.
- Building Schools for the future - developing the Council's vision for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community
- ICT Infrastructure – Hardware and Software projects etc (need to add more on this)

## Organisational initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

### **Equality, Diversity and Community Cohesion**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Councils approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

Through the Directorate the Council is working with partners to develop a Hate Crime Strategy for Halton. The development of such a strategy is a statutory requirement emerging from the Tackling Violence Action Plan 2008. Its aim is to identify and respond to locally established priorities in tackling hate crime and reinforce the benefits of taking a partnership approach to all hate incidents.

At a partnership level issues of equality are overseen by the Halton Strategic partnership Equalities, Engagement and Cohesion sub-group and the Community Cohesion Officers Group, which has a more operational focus to any potential tension within communities.

## **Environmental Sustainability**

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Strategy that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business. The Plan will be reviewed and updated during 2011/12.

The Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. If this target is to be achieved individual services areas will need to develop service specific plans for their areas. The Council's total emission levels in 2009/10 were (to be added)

This breaks down as follows : -

- Corporate Buildings
- Schools
- Street Lighting

Vehicle Fleet  
Business Miles

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet, business miles (need to insert Street Lighting in environment plan and IT and Procurement in Resources Plan Schools as a separate classification in CYP Plan)

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy to be developed in 2011/12. Directorates will contribute to and support specific actions within the overall Strategy.

**Arrangements for managing Data Quality**

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

- Accurate:** For its intended purpose;
- Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- Reliable** By reflecting stable and consistent data collection processes;
- Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- Relevant** For the purpose intended;
- Complete** In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.



**Risk Management**

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council’s quarterly performance monitoring arrangements.

**Directorate structure**

To be inserted

**Resources**

To be inserted

**Business planning**

Directorate Plans form an integral part of the authority’s corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council’s operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

### **Performance Reporting**

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## ***Appendices***

Departmental Service Objectives / Key Milestones and Performance Indicators / Targets.

1. Financial Services
2. ICT Services
3. Human resources & Organisational Development
4. Legal and Democratic Services
5. Policy and Strategy and Performance and Improvement

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Set the Revenue Budget, Capital Programme and Recommend Council Tax</b>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Forecast to Executive Board <b>November 2011</b>.</li> <li>• Report to Council in March <b>2012</b></li> </ul>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Forecast to Executive Board <b>November 2012</b>.</li> <li>• Report to Council in March <b>2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Forecast to Executive Board <b>November 2013</b>.</li> <li>• Report to Council in March <b>2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	Medium				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports</b>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end (<b>FM</b> – Divisional Manager Financial Management).</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (<b>PFO's</b> – Principal Finance Officers).</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee. (<b>FM</b>)</li> </ul>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end (<b>FM</b>).</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (<b>PFO's</b>).</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee. (<b>FM</b>)</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end (<b>FM</b>).</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports (<b>PFO's</b>).</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee. (<b>FM</b>)</li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	DM – Financial Management	<b>Linked Indicators</b>	
	Residual	Low				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards.</b>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2011</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2011</b>.</li> </ul>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2012</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2012</b>.</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2013</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2013</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Divisional Manager – Financial Management	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b><i>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</i></b>					
<i>Key Milestone(s) (11 – 12)</i>	<ul style="list-style-type: none"> <li>• <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2011</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i></li> </ul>					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> <li>• <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2012</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i></li> </ul>					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> <li>• <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2013</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b><i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i></b>					
<i>Key Milestone(s) (11 – 12)</i>	<ul style="list-style-type: none"> <li>• <i>Report prudential indicators to Council in <b>March 2011</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b></i></li> </ul>					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> <li>• <i>Report prudential indicators to Council in <b>March 2012</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b></i></li> </ul>					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> <li>• <i>Report prudential indicators to Council in <b>March 2013</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b></i></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Provide an independent and objective opinion of the Council’s control environment by evaluating its effectiveness in achieving the Council’s objectives.</b>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2011/12 <b>June 2011</b>.</li> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council’s control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council’s system of internal control in the Internal Audit Annual Report (2010/11) to the Business Efficiency Board <b>June 2011</b>.</li> </ul>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2012/13 <b>June 2012</b>.</li> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council’s control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council’s system of internal control in the Internal Audit Annual Report (2011/12) to the Business Efficiency Board <b>June 2012</b>.</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2013/14 <b>June 2013</b>.</li> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council’s control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council’s system of internal control in the Internal Audit Annual Report (2012/13) to the Business Efficiency Board <b>June 2013</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Divisional Manager – Audit & Operational Finance	<b>Linked Indicators</b>	
	Residual	N/A				



<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Develop the new Procurement Centre of Excellence to ensure only experienced officers are sourcing goods</li> <li>• Develop a Category Management Approach to procurement and identify target areas for attention</li> <li>• Implement a new Agency Staff contract and include all current suppliers</li> </ul>					
Key milestone(s) (12/13)	<ul style="list-style-type: none"> <li>• Review any procurements that are delivered external to the Central Unit and establish reasons for non compliance with the Corporate methodology</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• TBC</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Divisional Manager - Procurement	<b>Linked Indicators</b>	
	Residual	Medium				

Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

**Corporate Health**

<b><u>FSLI 01</u></b>	Receive an unqualified audit opinion on the accounts.	Yes	Yes		Yes	Yes	
FSLI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes		Yes	Yes	
FSLI 03	Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.	Yes	Yes		Yes	Yes	
<b><u>FSLI 04</u></b>	Percentage of all invoices that were paid within 30 days.	N/A	90				
<b><u>FSLI 05</u></b>	Proportion of Council Tax collected	97.23	96.00		96.50	96.50	
<b><u>FSLI 06</u></b>	The percentage of Business Rates which should have been received during the year that were received	99.73	97.75		99.00	99.00	
<b><u>FSLI 07</u></b>	Time taken to process HB and CTB new claims and change events	7	14		13	12	

**Cost & Efficiency**

<b><u>FSLI 08</u></b>	Achieve investment returns for the year higher than benchmark	5.00	0.42				
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<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

**Service Delivery**

FSLI 09	Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork.		75		75	75	
FSLI 10	Average time for processing new claims (Housing & Council Tax Benefit)		20		19	18	
FSLI 11	Average time for processing notifications of changes in circumstances		5.5		5.4	5.3	

**Quality**

FSLI 12	Maintain the proportion of all eligible schools buying back financial services.		83		83	83	
FSLI 13	% of fairer charging assessments completed within 10 days of referral		98		98	99	

**Fair Access**

	None identified						
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Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
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Service Objective: ICT O1	<b>Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure</b>
Key Milestone(s) (11/12)	<p>By implementing:</p> <ul style="list-style-type: none"> <li>• Active Directory Phase 4 <b>March 2012</b></li> <li>• End of Life PC Replacement Phase 4 <b>March 2012</b></li> <li>• Virtual Machines (VM) Ware Phase 5 <b>March 2012</b></li> <li>• Wide area network review/upgrade <b>July 2011</b></li> <li>• Local area network evaluation <b>July 2011</b></li> <li>• Wide area wireless networking <b>July 2011</b></li> <li>• Cisco Core Switch Replacement <b>July 2011</b></li> <li>• Voice Over Internet Protocol (VOIP) Services <b>May 2011</b></li> <li>• Information Management Governance Group (IMGG) Strategy Development and Implementation <b>May 2011</b></li> <li>• Tribal Synergy Connects <b>July 2011</b></li> <li>• Real time data capture schools <b>June 2011</b></li> <li>• CareFirst6 Children in Need Teams 1-3 <b>July 2011</b></li> <li>• Personalisation CareFirst6 Adults Pilot Role-out <b>July 2011</b></li> <li>• Schools Services ICT Review <b>March 2012</b></li> </ul>
Key Milestone(s) (12/13)	<p>By implementing:</p> <ul style="list-style-type: none"> <li>• End of life PC replacement Phase 5 <b>March 2013</b></li> <li>• Virtual Machines (VM) Ware Phase 6 <b>March 2013</b></li> <li>• I.T. Infrastructure Library (ITIL) Training Review <b>June 2012</b></li> <li>• Microsoft Application and Support Systems Review <b>June 2012</b></li> <li>• Information Management Governance Group (IMGG) Review <b>March 2013</b></li> <li>• CareFirst6 Children &amp; Young People Full Development <b>July 2012</b></li> <li>• Personalisation CareFirst6 Adults Role-out <b>July 2012</b></li> <li>• Single View Client Data <b>March 2013</b></li> <li>• Schools Services ICT Review <b>March 2014</b></li> </ul>

<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	DM – Software & Hardware Management & Development	<b>Linked Indicators</b>	ICTLI 10, 11
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O2</b>	<b>Satisfy the business needs of the Council’s Corporate and Directorate requirement by providing a scalable and robust hardware infrastructure</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• 352 PC &amp; Laptop replacements <b>July 2011</b></li> <li>• Virtualisation of a further 40 servers <b>July 2011</b></li> <li>• Desktop virtualisation programme Phase 4 <b>March 2012</b></li> <li>• Backup Hardware Replacement Phase 3 <b>March 2012</b></li> <li>• CareFirst6 Technology Final Deployment <b>April 2012</b></li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>• PC &amp; Laptop deployment and Review <b>March 2013</b></li> <li>• Virtualisation Technology Review <b>March 2013</b></li> <li>• Provision of extended Data Centre <b>April 2012</b></li> <li>• Backup Hardware Replacement Phase 3 <b>June 2012</b></li> <li>• Microsoft Infrastructure Software Review and contract review <b>April 2012</b></li> <li>• Implement Centralised Data Management <b>July 2012</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>• SAN and VMware Server Review <b>March 2014</b></li> <li>• Desktop Application Review <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	DM – Software & Hardware Management & Development	<b>Linked Indicators</b>	ICTLI 10, 11
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O3</b>	<b>Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust software platform</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Corporate wide share point portal Phase 2 <b>August 2011</b></li> <li>• Phase 4 rollout Corporate Service Delivery (CSD) <b>March 2012</b></li> <li>• ICT Security Strategy review <b>March 2012</b></li> <li>• Code of Connection compliance review <b>May 2011</b></li> <li>• Evaluate, analyse, deploy corporate and directorate process review <b>March 2012</b></li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>• ICT Security Strategy review <b>March 2013</b></li> <li>• Corporate Rollout of Windows 7 <b>August 2012</b></li> <li>• Corporate Rollout of Microsoft Office 2010 <b>August 2012</b></li> <li>• Code of Connection compliance review <b>March 2013</b></li> <li>• Corporate Service Delivery (CSD) evaluation and software review <b>March 2013</b></li> <li>• Evaluate, analyse, deploy corporate and directorate process review <b>March 2013</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>• ICT Security Strategy review <b>March 2014</b></li> <li>• ISI 27001 Review <b>March 2014</b></li> <li>• Evaluate, analyse, deploy corporate and directorate process review <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	DM – Security Strategy	<b>Linked Indicators</b>	ICTLI 10, 11
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O4</b>	<b>The implementation of a range of new corporate wide facilities including Web services, records &amp; document management, business process workflow, corporate desktop portal.</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• Continuing improvements and enhancements to Corporate Service Delivery (CSD) system- <b>March 2012</b></li> <li>• Continuing workflow implementation- <b>March 2012</b></li> <li>• Improvement and enhancement of all customer interfaces <b>March 2012</b></li> <li>• Continued development of document management and distribution services <b>March 2012</b></li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>• Continuing improvements and enhancements to Corporate Service Delivery (CSD) system- <b>March 2013</b></li> <li>• Continuing workflow implementation- <b>March 2013</b></li> <li>• Improvement and enhancement of all customer interfaces <b>March 2013</b></li> <li>• Continued development of document management and distribution services <b>March 2013</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>• Continuing improvements and enhancements to CSD system- <b>March 2014</b></li> <li>• Continuing workflow implementation- <b>March 2014</b></li> <li>• Improvement and enhancement of all customer interfaces <b>March 2014</b></li> <li>• Continued development of document management and distribution services <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	DM – Security Strategy	<b>Linked Indicators</b>	Not applicable
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O5</b>	<b>Improve service efficiency and improvement through the use of Business Process Re-engineering</b>		
<i>Key Milestone(s) (11/12)</i>	<ul style="list-style-type: none"> <li>• Deliver business transformational projects identified by the corporate Efficiency programme <b>March 2012</b></li> </ul>		
<i>Key Milestone(s) (12/13)</i>	<ul style="list-style-type: none"> <li>• Deliver business transformational projects identified by the corporate Efficiency programme <b>March 2013</b></li> </ul>		
<i>Key Milestone(s) (13/14)</i>	<ul style="list-style-type: none"> <li>• Deliver business transformational projects identified by the corporate Efficiency programme <b>March 2014</b></li> </ul>		
<b>Responsible Officer</b>	DM Service Improvement	<b>Linked Indicators</b>	Not applicable

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O6</b>	<b>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</b>		
<i>Key Milestone(s) (11/12)</i>	<ul style="list-style-type: none"> <li>• Conduct a Satisfaction survey for ICT &amp; Support Services <b>March 2012.</b></li> <li>• Further Development of I Want IT portal <b>March 2012</b></li> <li>• Further Implementation of enhanced ICT Service Desk <b>March 2012</b></li> </ul>		
<i>Key Milestone(s) (12/13)</i>	<ul style="list-style-type: none"> <li>• Conduct a Satisfaction survey for ICT &amp; Support Services <b>March 2013.</b></li> <li>• Further Development of I Want IT portal <b>March 2013</b></li> <li>• Further Internal Development of ICT Service Desk Software <b>March 2013</b></li> </ul>		
<i>Key Milestone(s) (13/14)</i>	<ul style="list-style-type: none"> <li>• Conduct a Satisfaction survey for ICT &amp; Support Services <b>March 2014.</b></li> </ul>		
<b>Responsible Officer</b>	OD ICT & Support Services. DM Security Strategy	<b>Linked Indicators</b>	ICTLI 1, 2



<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective: ICT 07</b>	<b>Maintain the continuity of service delivery by ensuring that the Council's telephony services are fit for purpose and meet the needs of the Council and its stakeholders.</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>Procure and implement new systems / working arrangements by <b>March 2012</b></li> <li>100 User Trial Live in Municipal Building <b>May 2011</b></li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Review Service Delivery <b>March 2013</b></li> <li>Corporate Rollout of new Telephony Services <b>July 2012</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Review Service Delivery structure <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	<b>Medium</b>	<b>Responsible Officer</b>	DM – Software & Hardware Management & Development	<b>Linked Indicators</b>	N/A
	Residual	<b>Medium</b>				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective: ICT 08</b>	<b>Constantly evaluate and improve the delivery of administrative services across the Council's Corporate and Directorate requirement through the use of business re-engineering</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>Deliver administrative transformational projects <b>March 2012</b></li> <li>Further develop the I Want Admin Portal <b>March 2012</b></li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Deliver administrative transformational projects <b>March 2013</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Deliver administrative transformational projects <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	<b>Low</b>	<b>Responsible Officer</b>	DM – Admin Shared Service	<b>Linked Indicators</b>	N/A

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective: ICT 09</b>	<b>Satisfy the administrative needs of the Council’s Corporate and Directorate requirement by providing a well trained, efficient and effective administrative shared service</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>Implement, monitor and review learning plans for the staff in the Admin Shared Service March 2012</li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Continuing, monitoring and review of learning plans for the staff in the Admin Shared Service March 2013</li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Continuing, monitoring and review of learning plans for the staff in the Admin Shared Service March 2014</li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	DM – Admin Shared Service	<b>Linked Indicators</b>	N/A

**Performance Indicators and Targets (Statutory & Local Indicators)**

Ref	Description	Corp. Plan Priority	Halton 2009/10 Actual	Halton 2010/11 Target	Halton 2010/11 Actual	Halton Targets		
						11/12	12/13	13/14

**Corporate Health**

<b><u>ITCLI 1</u></b>	Average availability of the Council's operational servers (%).	CP6 AOF 38	99.43	99		99	99	99
<b><u>ITCLI 2</u></b>	Average availability of the Councils WAN infrastructure (%).	CP6 AOF 38	99.89	99		99	99	99

Ref	Description	Corp. Plan Priority	Halton 2009/10 Actual	Halton 2010/11 Target	Halton 2010/11 Actual	Halton Targets		
						11/12	12/13	13/14
<b>Service Delivery / Quality</b>								
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	CP6 AOF 38	68	65		65	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	CP6	88	80		80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.	CP6						
	Priority 1		100	100		85	85	85
	Priority 2		100	100		90	90	90
	Priority 3		100	100		95	95	95
	Priority 4		100	100		100	100	100
<b>ITCLI 6</b>	Member Support: % of calls responded to within 1 working day.	CP6	100	95		95	95	95
ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	CP6	91	80		80	80	80
ITCL1 8	Average working days from order to completion of a new PC	CP6	9	10		10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	CP6	4	5		5	5	5
ITCLI 10	Number of teams rolled out on CareFirst6 / IntegratedChildren's System (ICS)					TBA	TBA	TBA

## Human Resources & Organisational Development

<b>Service Objective:</b>	<i>To enhance the efficiency and effectiveness corporate training opportunities through the design and implementation of appropriate learning interventions</i>
Key Milestone(s) (11 - 12)	<ul style="list-style-type: none"> <li>• To enhance individual learning opportunities through the design and delivery of a programme of coaching <b>Dec 2011</b></li> <li>• Further develop capacity for e-learning opportunities and undertake promotional activities <b>Dec 2011</b></li> <li>• Further promote and develop 'skills for life' programme <b>March 2011</b></li> </ul>
Key Milestone(s) (12 – 13)	•
Key Milestone(s) (13 – 14)	•

<b>Service Objective:</b>	<i>Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.</i>
Key Milestone(s) (11 - 12)	<ul style="list-style-type: none"> <li>• Conclude the settlement of outstanding Equal Pay claims <b>March 2011</b></li> <li>• Investigate and reconfigure business processes to further develop the HR Self-serve portal <b>Sept 2011</b></li> <li>• Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions including staff protocol <b>Dec 2011</b></li> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc.</li> <li>• Work with Efficiency Office and Finance Support to identify savings through revised establishment structures <b>March 2011</b>.</li> </ul>
Key Milestone(s) (12 – 13)	•
Key Milestone(s) (13 – 14)	•

## Human Resources & Organisational Development

Ref <sup>2</sup>	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

### Corporate Health

ODHR LI 1	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5				
ODHR LI2a	Total FTE Establishment	4431	N/A				
ODHR LI2b	Total Staff (head count)						
ODHR LI 3	Current advertised vacancies						

### Cost & Efficiency

	% of Employee Development Review / Personal Action Plan returns						
	a) Communities Directorate				50	75	100
	b) Children & Enterprise Directorate				“ “	“ “	“ “
	c) Corporate, Policy, & Planning Directorate				“ “	“ “	“ “
	% of training delegates as proportion of places reserved						

### Service Delivery

	None identified at present						
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<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

## Human Resources & Organisational Development

Ref <sup>3</sup>	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

<b>Quality</b>
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	None identified at present						
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<b>Fair Access</b>
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ODHR LI 5	The percentage of top 5% of earners that are a) women b) from BME communities. c) with a disability	46.81 0.86 2.01	45.00 2.00 3.30				
ODHR LI 6	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.23	1.50				
ODHR LI 7	Minority Ethnic community staff as % of total workforce.	0.77	1.00				
ODP LI 8	% Of economically active disabled people in LA area.	13.6	N/A				
ODP LI 9	<u>Economically active BME population in LA area.</u>	1.0	N/A				

<sup>3</sup> Key Indicators are identified by an **underlined reference in bold type.**

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b><u>Service Objective: LOD O1</u></b>	To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively.					
Key Milestone(s) (11/12)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>January 2012</b>					
Key Milestone(s) (12/13)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>January 2013</b>					
Key Milestone(s) (13/14)	🕒 Secure renewal of Lexcel & ISO Accreditation <b>January 2014</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director -	<b>Linked Indicators</b>	Not applicable
	Residual	Low				

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b><u>Service Objective: LOD O2</u></b>	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.					
Key Milestone(s) (11/12)	🕒 Review Constitution <b>May 2011</b>					
Key Milestone(s) (12/13)	🕒 Review Constitution <b>May 2012</b>					
Key Milestone(s) (13/14)	🕒 Review Constitution <b>May 2013</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director -	<b>Linked Indicators</b>	LOD LI 9, 10
	Residual	Low				



<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b><u>Service Objective: LOD O3</u></b>	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>🕒 To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>🕒 To induct all new members – <b>by October 2011</b></li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>🕒 To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>🕒 To induct all new members – <b>by October 2012</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>🕒 To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>🕒 To induct all new members – <b>by October 2013</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director -	<b>Linked Indicators</b>	LOD LI 9, 10
	Residual	Low				

Ref <sup>4</sup>	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

**Corporate Health**

<b><u>LODLI 01</u></b>	No. Of Members with Personal Development Plans (56 Total)	52 (92%)	56 (100%)		56 (100%)	56 (100%)	56 (100%)
LODLI 02	% of Members attending at least one organised Training Event	100	100		100	100	100
LODLI 03	% Of economically active disabled people in LA area.	N/A	1.3		13.5	14	14
LODLI 04	Economically active BME population in LA area.	N/A	1.7		1.8	1.9	1.9

**Service Delivery**

LODLI 05	Average Time taken to issue prosecutions from receipt of instructions (working days) <sup>NB</sup>	10	10		10	10	10
LODLI 06	Average time taken to complete Conveyancing Transactions	350	325		300	300	300
LODLI 07	Average time taken to complete Child Care Cases (calendar days)	275	250		225	225	225

Ref	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

Fair Access							
LODLI 08	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	600	600		600	600	600
LODLI 09	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	150	175		200	200	200
LODLI 10	Publish Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes within 5 working days after the meeting.				TBA	TBA	TBA
LODLI 11	Of those eligible casting a vote.	Baseline TBA	TBA		TBA	TBA	TBA
LODLI 12	Of completed form A's returned	Baseline TBA	TBA		TBA	TBA	TBA

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: PPO1</b>	<b>Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.</b>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Adoption of the Children and Young People’s Plan 2011 – 2016. <b>April 2011</b></li> <li>• Adoption of Local Transport Plan 3 2011 – 2026. <b>April 2011</b></li> <li>• Adoption of Sustainable Community Strategy. <b>April 2011</b></li> <li>• Adoption of Corporate Plan 2011 - 2016. <b>April 2011</b></li> <li>• Examination in Public for the Core Strategy. <b>May 2011</b></li> <li>• Adoption of Climate Change Strategy – <b>June 2011</b></li> <li>• Adoption of Child Poverty Strategy – <b>June 2011</b></li> <li>• Publish State of the Borough Report – <b>July 2011</b></li> <li>• Consultation on Site Allocations Development Plan Document. <b>October 2011</b></li> <li>• Waste Development Plan Document Examination in Public. <b>November 2011</b></li> <li>• Adoption of the Core Strategy in <b>December 2011</b></li> </ul>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>▪ Publish State of the Borough Report – <b>July 2012</b></li> <li>• Adoption of the Waste Development Plan Document. <b>September 2012</b></li> <li>• Publication of Site Allocations Development Plan Document. <b>October 2012</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Adoption of Site Allocations &amp; Development Management Policies Development Plan Document. <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	PPLI 02
	Residual	Low				

Corporate Priority	Corporate Effectiveness & Business Efficiency
<b>Service Objective: PPO2</b>	<b>Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.</b>
Key Milestone(s) (11 - 12)	<ul style="list-style-type: none"> <li>• Monitor performance against the Sustainable Community Strategy Targets 2008-11 and review delivery plans with partners <b>June 2011</b></li> <li>• Analyse, evaluate and disseminate the results of the Adult Social Care Survey <b>June 2011</b></li> <li>• Review Council and partnership performance frameworks <b>June 2011</b></li> <li>• Subject to funding, commission a local perception survey <b>Sept 2011</b> and analyse the results <b>March 2012</b></li> <li>• Redesign the performance framework for Adult Social Care having regard to the Department of Health <b>July 2011</b> and the Care Quality Commission <b>March 2012</b></li> <li>• Revise Children and Young Persons' performance framework having regard to new inspection arrangements for Schools <b>Dec 2011</b></li> <li>• Support unannounced and announced statutory inspections in Children's &amp; Young Peoples Directorate <b>March 2012</b></li> <li>• Conduct a satisfaction survey for all non transactional services <b>Feb 2012</b></li> <li>• Needs analysis to support the Team Around the Family and targeted interventions in the Children's and Young People's Directorate <b>March 2012</b></li> </ul>
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners <b>June 2012</b></li> <li>• Review the performance reporting requirements for Children's Services <b>May 2012</b>, Childcare and, Learning &amp; Skills <b>Sept 2012</b></li> <li>• Conduct a satisfaction survey for all non transactional services <b>Feb 2013</b></li> <li>• Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance <b>March 2013</b></li> </ul>

<p>Key Milestone(s) (13 – 14)</p>	<ul style="list-style-type: none"> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners <b>June 2013</b></li> <li>• Review the implications of the National Institute for Health &amp; Clinical Excellence Standards (NICE) standards for Social Care to be implemented from <b>April 2013</b></li> <li>• Conduct a satisfaction survey for all non transactional services <b>Feb 2014</b></li> <li>• Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance <b>March 2014</b></li> </ul>					
<p><b>Risk Assessment</b></p>	<p>Initial</p>	<p>High</p>	<p><b>Responsible Officer</b></p>	<p>Operational Director</p>	<p><b>Linked Indicators</b></p>	<p>PPLI 02</p>
	<p>Residual</p>	<p>Medium</p>				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: PPO3</b>	<b>Improve the quality and effectiveness of the Council's communications</b>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>• Review implications of new Publicity Code <b>April 2011</b></li> <li>• Review and retender press cutting service <b>April 2011</b></li> <li>• New Inside Halton contract to take effect <b>April 2011</b></li> <li>• Review and update print unit pricing policy <b>April 2011</b></li> <li>• Review and update directorate work programmes <b>April 2011</b></li> <li>• Customer Satisfaction Survey <b>September 2011</b></li> <li>• Review Design and Print Tender <b>June 2011</b></li> <li>• Internal Communications survey(as part of Staff Survey) <b>October 2011</b></li> <li>• Retender of InTouch <b>Nov 2011</b></li> </ul>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Review and update directorate work programmes <b>April 2011</b></li> <li>• Retender print and design contract <b>April 2012</b></li> <li>• Review advertising contract <b>September 2012</b></li> <li>• Rebuild of intranet <b>August 2012</b></li> <li>• Re-issue A-Z guide <b>September 2102</b></li> <li>• Internal Communications survey <b>October 2012</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Review and update directorate work programmes <b>April 2011</b></li> <li>• Review and Retender Inside Halton <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	PPLI 02 PPLI 03 PPLI 04
	Residual	Low				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: PPO4</b>	<b>Improve the effectiveness of the overview and scrutiny framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement</b>					
Key Milestone(s) (11 – 12)	<ul style="list-style-type: none"> <li>Carry out assessment of satisfaction with the O&amp;S support arrangements and make recommendations for/ action improvements as necessary - <b>January 2012</b></li> <li>Ensure production of 2010/11 PPB Annual Reports including indicative Topic work programmes for 2011/2012 - <b>July 2011</b></li> </ul>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>Carry out assessment of O&amp;S impact on decision making processes and where appropriate make recommendations for improvement - <b>January 2013</b></li> <li>Ensure production of 2011/2012 PPB Annual Reports including indicative Topic work programmes for 2012/13 - <b>July 2012</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Ensure production of 2012/2013 PPB Annual Reports including indicative Topic work programmes for 2013/2014 – <b>July 2013</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Overview & Scrutiny	<b>Linked Indicators</b>	N/A
	Residual	Low				



Departmental Performance Indicators

Ref <sup>5</sup>	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14
<b>Corporate Health</b>							
PPLI 01	Due to changes within the national performance management framework, the authority will seek to develop a range of local satisfaction indicators during the 2011/2012 period (subject to funding)	--	--	--	--	--	--
<b>Cost &amp; Efficiency</b>							
<b>Service Delivery</b>							
PPLI 02	Satisfaction of internal customers (survey of internal customers to be completed Feb 2011 to establish baseline and future targets)	--	--		--	--	--
<b>Quality</b>							
PPLI 03	% satisfied that Council keeps residents well informed about its services	64 (2008)	N/A		67	N/A	70
PPLI 04	% who believe internal communications has improved	83	--		85	86	87

<sup>5</sup> Key Indicators are identified by an **underlined reference in bold type**.

POLICY AND PERFORMANCE

PPLI 05	% of people satisfied or more than satisfied with visit to Council Website <a href="http://www.halton.gov.uk">www.halton.gov.uk</a>	79	93		85	90	90
PPLI 06	% of customers satisfied or very satisfied with the service of the internal print service	N/A	N/A		70	80	85
PPLI 07	% take up of press releases	N/A	N/A		81	82	83
PPLI 08	% satisfaction with Inside Halton	98	85		85	87	90

<b>Fair Access</b>
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<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
Key Area Of Focus: 36	Ensuring that the Council's land and property portfolio is managed effectively

<b>Service Objective: PS O1</b>	<b>Review the full cost of holding surplus properties and to identify possible sales</b>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>• Submit list of possible disposals to AMWG to establish sales programme</li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>▪ Revisit surplus sites list and submit to AMWG for consideration</li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>▪ Submit list of possible disposals to AMWG to establish sales programme</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Strategic Asset Management	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

<b>Service Objective: PS O2</b>	<b>Develop and implement Strategic Asset Management</b>					
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>▪ Review Asset Management plan and submit to AMWG for approval</li> </ul>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>▪ Implement amended strategy .</li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>▪ Continue to implement strategy</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Strategic Asset management	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

<b>Service Objective: PS O3</b>	<b>Reduce backlog of maintenance on property portfolio (currently £3.4M)</b>					
Key Milestone(s) (10/11)	▪ £3.2Million <b>March 2011</b>					
Key Milestone(s) (11/12)	▪ £3.1Million <b>March 2012</b>					
Key Milestone(s) (12/13)	▪ £3.0 Million <b>March 2013</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Operations	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
Key Area Of Focus: 36	Ensuring that the Council's land and property portfolio is managed effectively

<b>Service Objective: PS O4</b>	<b>Consider and implement Phase Two of the currently approved accommodation strategy using 8 square metres per person as basis</b>
Key Milestone(s) (10/11)	▪ 1st Floor Municipal to commence in <b>spring 2010</b> and complete in <b>early 2011</b>
Key Milestone(s) (11/12)	▪ Consider options for Phase 3 and commence implementation
Key Milestone(s) (12/13)	▪ Consider further options and commence implementation

<b>Responsible Officer</b>	Head of Strategic Asset Management	<b>Linked Indicators</b>	Not applicable
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<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
Key Area Of Focus: 36	Ensuring that the Council's land and property portfolio is managed effectively

<b>Service Objective: PS O5</b>	<b>Using Performance indicators ascertain and improve VFM for the Corporate and Service delivery buildings</b>		
Key Milestone(s) (10/11)	<ul style="list-style-type: none"> <li>▪ Collate data and feed information into the AMP to improve value for money</li> </ul>		
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>▪ Implement Strategy for improvement</li> </ul>		
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>▪ Review and update strategy where necessary</li> </ul>		
<b>Responsible Officer</b>	Head of Operations	<b>Linked Indicators</b>	Not applicable

<b>Corporate Priority: 6</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
Key Area Of Focus: 37	Ensuring that the council's buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements.

<b>Service Objective: PS O6</b>	<b>Fulfil requirements of Asbestos Audits and Management Regulations</b>					
Key Milestone(s) (10/11)	▪ Confirm 100% compliance <b>March 2011</b>					
Key Milestone(s) (11/12)	▪ Confirm 100% compliance <b>March 2012</b>					
Key Milestone(s) (12/13)	▪ Confirm 100% compliance <b>March 2012</b>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	Head of operations	<b>Linked Indicators</b>	Not applicable
	Residual	Low				

<b>Service Objective: PS O7</b>	<b>DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)</b>					
Key Milestone(s) (10/11)	▪ Complete review & update of surveys <b>March 2011</b>					
Key Milestone(s) (11/12)	▪ Complete remaining priority 2 works subject to review <b>March 2012</b>					
Key Milestone(s) (12/13)	▪ Implement required priority 3 works <b>March 2013 March</b>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Head of Operations	<b>Linked Indicators</b>	Not applicable
	Residual	Medium				

Ref	Description	Corp. Plan Priority	Halton 2009/10 Actual	2009/10 Quartiles (All England)			Halton 2010/11 Target	Halton 2010/11 Actual	Halton Targets		
				Top	Middle	Bottom			11/12	12/13	13/14
<b>Corporate</b>											
PYSLI 1	% Of undisputed invoices paid within 30 days	CP 6 AOF 33	100				100		100	100	
<b>Cost and Efficiency</b>											
PYSLI 2	% Cost Performance on projects over £50k (Contract Let to Practical Completion within 5% of the allotted cost – excluding Client changes)	CP 6 AOF 34	77				92		94	96	
<b>PYSLI 3</b>	Occupancy of Industrial Units	N/A	78				90		90	90	
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like)	CP 6 AOF 34	89				95		95	95	
<b>PYSLI 5</b>	Occupancy of Market (Widnes) %	“ “ “ “	77				86		87	88	
PYSLI 6	% Of rent collected as % of rent due (Widnes)	“ “ “ “	96				95		95	95	
<b>PYSLI 7</b>	Occupancy of Market (Runcorn) %	“ “ “ “	61				65		70	75	
PYSLI 8	% Of rent collected as % of rent due (Runcorn)	“ “ “ “	92				95		95	95	

Ref	Description	Corp. Plan Priority	Halton 2009/10 Actual	2009/10 Quartiles (All England)			Halton 2010/11 Target	Halton 2010/11 Actual	Halton Targets		
				Top	Middle	Bottom			11/12	12/13	13/14
<b>Energy Usage</b>											
PYSLI 9	Electrical consumption in KWh/m2 within corporate buildings	New PI for 09/10	N/A				% reduction		% reduction	% reduction	
PYSLI 10	Gas consumption in KWh/m2 within corporate buildings	New PI for 09/10	N/A				“-“		“-“	“-“	
PYSLI 11	Water consumption in m3/m2 within corporate buildings	New PI for 09/10	N/A				“-“		“-“	“-“	
NI 185	CO <sup>2</sup> Reduction from LA operations	New PI for 08-9	N/A				-		-	-	
NI 186	Per capita reduction in CO <sup>2</sup> emissions in the local authority area	New PI for 08	N/A				11.1% reduction		TBA	TBA	
NI 194	Air quality - % reduction in NO <sub>x</sub> and primary pm10 emissions through local authority estate and operations	New PI for 08	N/A				-		-	-	



Ref	Description	Corp. Plan Priority	Halton 2009/10 Actual	2009/10 Quartiles (All England)			Halton 2010/11 Target	Halton 2010/11 Actual	Halton Targets		
				Top	Middle	Bottom			11/12	12/13	13/14
<b>Fair Access</b>											
PYSLI 12	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	CP 6 AOF 32	80				82		86	88	

<b>Service Delivery</b>											
PYS LI 13	Time performance on projects over £ 50 K (Contract let to practical completion within a margin of 5% - excluding Client changes)	CP 6 AOF 34	92				92		94	96	

**Area Partner National Indicators:**

**Catering and Stadium Services**  
**Service Objectives/Milestones/Performance Indicators:**  
**2011- 2014**

**DRAFT**

## Departmental Service Objectives

<b>Corporate Priority:</b>	A Healthy Halton
<b>Key Area Of Focus:</b>	<p><b>AOF 2</b> Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p><b>AOF 6</b> Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.</p> <p><b>AOF 7</b> Providing services and facilities to maintain existing good health and well-being.</p>

Service Objective:	SH 1 - Increase the community usage of the stadium and to maintain and improve the health of Halton residents.	Responsible Officer
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan. (This will drive the development of milestones for 2011/12). <b>Jan2011</b>. (AOF2)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. <b>Sept 2011</b>. (AOF2)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Measure customer satisfaction with Stadium Community Services. <b>Jan 2012</b> (AOF2)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. <b>Quarterly</b>. (AOF6 &amp; 7)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Formulate proposals for events linked to the Football World Cup bid 2018/22 and the Rugby World Cup 2013. <b>Sept 2011</b>. (AOF2 &amp; 7)</li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Develop new, user friendly, interactive, Stadium website, <b>Dec 2011</b> (AOF7)</li> </ul>	HOS – Stadium & Hospitality

Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2012/13). <b>Jan 2012.</b> (AOF2)</li> </ul>			HOS – Stadium & Hospitality
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan. (This will drive the development of milestones for 2013/14). <b>Jan 2013.</b> (AOF2)</li> </ul>			HOS – Stadium & Hospitality
Risk Assessment	Initial	High	Linked Indicators	SH 9 & 10
	Residual	Low		

Corporate Priority:	Corporate Effectiveness & Efficient Service Delivery
Key Area Of Focus:	<b>AOF 34</b> Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

Service Objective:	<b>SH 2 - Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution</b>	Responsible Officer
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li><i>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Jan 2011.</b></i></li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li><i>Continue to implement annual sports bar specific action plan designed to improve profitability, <b>April 2011</b></i></li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li><i>Host a wedding fayre in <b>Oct 2011 and Feb 2012</b> and a business fayre in <b>Jul 2011.</b></i></li> </ul>	HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li><i>Continue to develop promotional strategy to attract a minimum of 12 large corporate events annually to the Stadium <b>Mar 2011.</b></i></li> </ul>	HOS – Stadium & Hospitality
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Jan 2012.</b></li> </ul>	HOS – Stadium & Hospitality

Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Oct 2013.</b></li> </ul>			HOS – Stadium & Hospitality
Risk Assessment	Initial	High	Linked Indicators	SH 1, 2, 3 & 9
	Residual	Low		

Corporate Priority:	A Healthy Halton		
Key Area Of Focus:	<b>AOF 1</b> Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.		
Service Objective:	<b>SH 3 - Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating</b>		Responsible Officer
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li><i>Deliver a promotion and educational campaign <b>Sept 2011 and Jan 2012.</b></i></li> </ul>		HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li><i>Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption <b>Sept 2011.</b></i></li> </ul>		HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li><i>Conduct a monthly benchmarking exercise that compares individual school performance. Good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. <b>Aug 2011.</b></i></li> </ul>		HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li><i>Review and update the strategy and action plan to increase the uptake of free school meals. <b>July 2011.</b></i></li> </ul>		HOS – Stadium & Hospitality

	<ul style="list-style-type: none"> <li>Develop effective joint working and agree funding, with the private/public sector to address childhood obesity, <b>Sept 2011</b>.</li> </ul>			HOS – Stadium & Hospitality
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Deliver a promotion and educational campaign <b>Sept 2012 and Jan 2013</b>.</li> </ul>			HOS – Stadium & Hospitality
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Deliver a promotion and educational campaign <b>Sept 2013 and Jan 2014</b>.</li> </ul>			HOS – Stadium & Hospitality
	<ul style="list-style-type: none"> <li>Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption <b>Sept 2012</b>.</li> </ul>			HOS – Stadium & Hospitality
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	SH 5, 7, 8a & b, 11 & NI 52a & b
	Residual	Low		

## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

<b>Cost &amp; Efficiency</b>
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SH 1	No. of meals served versus hourly input of labour (Previously SH LI5)	8.52	8.75		9.00	9.50	10.00
SH 2	Turnover of the Stadium (£m's) (Previously SH LI16)	2.00	2.10		2.15	2.45	2.75
SH 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	10.46	10.70		10.60	10.00	9.50

<b>Fair Access</b>
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SH 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	N/A	22		10	12	15
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<sup>1</sup> Key Indicators are identified by an underlined reference in bold type.



Ref <sup>2</sup>	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

<b>Quality</b>
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SH 5	Number of catering staff achieving a formal qualification (previously SH LI3)	12	10		15	20	25
SH 6a	Food cost per primary school meal (pence) (Previously SH LI22a)	69	72		74	75	76
SH 6b	Food cost per secondary school meal (pence) (Previously SH LI22b)	90.45	92		94	94	94

<b>Service Delivery</b>
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SH 7	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100		100	100	100
SH 8a	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	73.73	78		80	82	85
SH 8b	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	66.91	67.5		70	72.50	75.00
SH 9	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	670	680		690	700	750

<sup>2</sup> Key Indicators are identified by an underlined reference in bold type.

Ref <sup>3</sup>	Description	Halton 09/ 10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					11/12	12/13	13/14

<b>Service Delivery</b>
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SH 10	Uptake of the Halton Leisure card scheme (Previously SH LI11)	270	300		325	350	375
NI 52a	Take up of school lunches (%) – primary schools	46.38	48		50	52	55
NI 52b	Take up of school lunches (%) – secondary schools	48.75	49		51	53	55
SH 11	Average number of healthy food initiatives per school (Previously SH LI18)	8	7		7	8	8

<sup>3</sup> Key Indicators are identified by an underlined reference in bold type.