



Corporate Policy and Performance Board

**Tuesday, 22 February 2011 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

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

Chief Executive

BOARD MEMBERSHIP

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

Please contact Ann Jones on 0151 906 3795 Ext. 1179 or e-mail ann.jones@halton.gov.uk for further information.

The next meeting of the Board is on Date Not Specified

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

Part I

Item No.	Page No.
1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
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 procedures. 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: 22 February 2011

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: 22 February 2011
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 16 DECEMBER 2010

EXB 80	DRAFT CORPORATE RISK REGISTER 2010/11
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The Board received a report of the Strategic Director, Resources, on the Draft Corporate Risk Register 2010/11.

The Board were reminded that the purpose of the Corporate Risk Register was to ensure that the Council maximised its opportunities whilst minimising and controlling the associated risks in delivering the Council's vision and services for Halton.

A recent review of the Register had resulted in a change to its structure with corporate risks identified and grouped under each of the sixteen headings and attached at Appendix 1 to the report.

RESOLVED: That the revised Corporate Risk Register be approved.

REPORT TO: Corporate Services Policy and Performance Board
DATE: 22 February 2011
REPORTING OFFICER: Chief Executive
SUBJECT: Halton Strategic Partnership Board Draft Minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 The draft minutes relating to the Corporate Services Portfolio which will be considered by the Halton Strategic Partnership Board at the next meeting on 3 March 2011, are attached at Appendix 1 for information.

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.

HALTON STRATEGIC PARTNERSHIP BOARD

**Minutes of a meeting held on Wednesday, 1 December 2010 at the Bridge Suite,
Stobart Stadium**

Present:

Board Members:	Councillor Rob Polhill	HBC
	(Chairman)	
	Colin Billingsley	Job Centre Plus
	Dympna Edwards	NHS Halton & St Helens
	Mike Fry	HBC
	Rev. Ray Jones	Faith Communities
	Chris Koral	Northwest Development Agency
	Councillor Morley	HBC (Substitute for Cllr Hignett)
	Terry Parle	Halton Sports Partnership
	Richard Gorst	Cheshire Fire Service
	Noel Sharpe	Halton Housing Trust
	Richard Strachan	Cheshire Police
	M ????	PCT (for A Burgess)
	Jim Wilson	NHS Halton & St Helens

Advisors to the Boards

David Parr	HBC
T Gibbs	HBC
A Graham	HBC
Rob Mackenzie	HBC
W Rourke	HBC
Shelah Semoff	HBC
L Derbyshire	HBC

Apologies for Absence: N Atkins, A Burgess, P Cain, D Dalby, B Edwards, Councillor Hignett, J Lappin and M Sheehan.

33 MINUTES OF THE LAST MEETING AND MATTERS ARISING

The minutes of the meeting held on 29 September 2010 having been printed and circulated were agreed as a correct record.

In respect of Minute No: 22 – Annual report from the Director of Public Health – be amended to read “It be noted that alcohol harm reduction remained a high priority and had been included in last years annual report”.

**34 4 11 10 DP LETTER TO SSP CHAIRS RE 2010 SPENDING REVIEW - WNF
(2)**

The Board considered a letter to the SSP Chairs from the Chief Executive on the 2010 Spending Review – Working Neighbourhoods Fund. The SSP chairs were each requested to report back on the following items:-

- WNF Funded Projects – the amount of committed funds remaining until the end of the financial year;
- The amount of funding not committed and which could be returned to the Partnership fund;
- The number of staff at risk; and
- To share what areas of priority the SSP's were going to proceed with post March 2011 and how they would be funded.

The SSP chairs each gave a verbal report on their respective areas of Healthy Halton, Children and Young People, Safer Halton, Employment, Learning and Skills and Urban Renewal. At the end of the discussion, the impact the loss of the Working Neighbourhoods Fund from April 2011 would have on services was noted.

The Partners noted the reasons and the importance of not committing any additional funding at this time. It was also noted that there would be a clearer picture of what funding would be available early in 2011.

The Partners were advised that a half day workshop had been arranged on 19 January 2011 to consider the best way forward in the future for the Partnership in order to benefit the residents of Halton.

It was reported that Job Centre Plus offered a redundancy support service for anyone likely to be at risk of redundancy. Therefore, Job Centre Plus should be the first point of contact.

RESOLVED: That the verbal reports and impact of the loss of the Working Neighbourhood Fund would have on services from April 2011 be noted.

35 GOVERNANCE REVIEW

The Board considered a report which explained that the context in which Halton Strategic Partnership operated was changing. An evolving financial and policy position required that the Partnership adapted its governance documentation to remain current and fit for purpose. In order to achieve this, the report proposed a formal refresh of appropriate governance documents. The report also asked the Partners to comment on the framing questions set out in Section 4 of the report.

The Partners were advised that the Governance Refresh 2011 offered all partners the chance to influence the format of the Partnership so that it continued to benefit all partner organisations and delivered improved services for the people of Halton. In conducting the refresh the principles set out in the

[Working Better Together](#) guide to managing local strategic partnership will be followed and the [The Good Governance Standard for Public Services](#) (supporting the [Nolan Principles of Public Life](#)) would be adhered to which would:

- Focus on the organisation's purpose and on outcomes for citizens and service users;
- Perform effectively in clearly defined functions and roles;
- Promote values for the whole organisation and demonstrating the values of good governance through behaviour;
- Taking informed, transparent decisions and managing risk;
- Develop the capacity and capability of the governing body to be effective; and
- Engage stakeholders and making accountability real.

In order to help the debate, partners were asked to reflect on the following questions:-

- Why do we need the Halton Strategic Partnership;
- How should the HSP work in the future; and
- What would you like to bring to the HSP.

It was reported that a morning workshop would be held in January 2011 to examine the drivers for change and the Partners response to them as a partnership. The outcome of the workshop would guide the Governance Refresh. The updated governance documents were set out in Table 1 to the report and would be available for review and comment at the January workshop. The invitation to the workshop was extended to all Members of the Board.

In addition, the draft agenda comprised of the following items:-

1. Update on government announcements and public sector architecture;
2. Role and purpose of the HSP;
3. Partnership funding and resource arrangements;
4. Performance and accountability framework to deliver the Sustainable Community Strategy; and
5. Partnership Work Programme for 2011-2016.

It was noted that there was an opportunity to develop the format of the Partnership in order to achieve the best for Halton and its residents.

It was suggested that additional questions could be added to the list for consideration as follows:-

- What motivations kept the Partnership together?;
- What barriers were there to keeping the Partnership together?; and
- What would the Local Authority be like without the Partnership?

The Partners were encouraged to consider the questions and send their thoughts into the Partnership Team before the workshop in January 2011. This would enable the team to commence with an initial structure for the day.

In conclusion, it was reported that the Governance Refresh 2011 would report back to the Board in March 2011 with a view to the updated arrangements being implemented by April 2011.

RESOLVED: That

- (1) the commencement of the Governance Refresh 2011 be endorsed;
- (2) the comments made on the framing questions in Section 4 and the attached HSP Governance Refresh 2011 Principles set out in Appendix 1 to the report be noted;
- (3) Board Members attend a workshop to be held in January 2011 to consider strategic drivers for change and the Partnership response to these drivers; and
- (4) The Board receives the updated governance documents at its meeting in March 2011 and gives consideration to their adoption.

36 MY HALTON: FEEDBACK FROM 2010 EVENT, DECISION FOR 2011 EVENT

The Board considered a report which gave feedback to partners on the "My Halton" event which took place on Friday 29 October 2010.

It was reported that there were two considerations. Firstly the feedback that had been received to take into account for any future event and secondly the budget for running such an event.

For the event, a budget of £22,000 had been made available from Halton Strategic Partnership, compared to a £26,000 spend in 2009.

The Partners were advised that the main focus of the day was information and fun activities which took place at the Stobart Stadium Halton. Outreach took place in both Runcorn (at Trident Retail Park) and Widnes (at Greenoaks / Morrisons). The event took place from 12pm until 4pm on Friday 29 October 2010 during the half-term week. In addition, it was reported that the event had also been used for public consultation for the Strategic Partnership's new Sustainable Community Strategy (and the Local Transport Plan 3 and Core Strategy).

The Partners were advised that the event had been co-ordinated by Halton Strategic Partnership and the Council's Communications & Marketing team, alongside the support of a range of colleagues from across the partner organisations.

Feedback was taken from members of the public, both about the event and about life in Halton. Stallholders also gave their views on the event.

It was reported that the total number of people attending the event during the afternoon was 594 and public feedback was as follows:-

- “What was the worst thing about the day?”

Most people left this blank or said “Nothing.” Individual responses included: “not enough time”, “too hot” and “noise from the DJ”.

- “What was the best thing about the day?”

Popular responses included: the Children’s entertainment and/or balloons, the fashion show, the variety of stands and information, face painting and the recycling stand.

The stallholder feedback was as follows:-

Unpopular aspects of the day:

- Their stand’s location (too noisy/too quiet);
- Parking;
- Timings (12pm until 4pm) including lack of a lunchtime;
- More families than adults/older people;
- No food; and
- Relatively quiet outreach at Widnes.

Popular aspects of the day:

- The entertainment (Halton’s Got Talent, fashion show, face painters);
- It was free;
- Networking opportunities with other services;
- The turn out;
- The informality;
- Well organised (both before and during);
- Stadium as a venue; and
- Face-painters at the Runcorn outreach site.

In conclusion, it was reported that if the decision was taken to run an event, an early agreement of a set budget would be necessary to allow planning to start as soon as possible.

This year’s allocated budget was £22,000 from the Partnership Core budget, drawn from the Working Neighbourhoods Funding. However, it was felt that the Halton Strategic Partnership’s work had been showcased well and at a cost of just under £19,000 in total. This represented an under-spend by at least £3000.

RESOLVED: That

- (1) the report and comments made be noted; and
- (2) the Board place on record their congratulations to everyone that had been involved in the organisation of the My Halton event for their excellent achievement.

37 DATA SHARING AND A CUSTOMER CENTRED APPROACH

The Board considered a report which provided partners with an update on the progress of adopting a customer centred approach to partnership work in Halton, based on the Total Place concept.

The Board was advised that the Total Place approach looked at the way in which the whole range of public service delivery bodies used public money to deliver services in a particular area, with a view to identifying ways of improving services and making savings by working together to improve outcomes and eliminate duplication. The approach started from the viewpoint of the citizen or service user in assisting to break down organisational and service silos, removing confusion and duplication. It required strong collective leadership from the service delivery bodies acting together.

The Board was further advised that by taking this approach savings could be made. However, Halton was not starting from scratch, as there were already many examples of joint working, pooled budgets and user centred services.

The approach, it was reported would require address level data from partners so that there could directly focus work around individuals. However, there were likely to be data protection issues to be considered in sharing data across partners. Examples of the types of data that partners may want to consider providing were as follows:-

- Council Tax/Housing benefit data - full address data;
- Care First - Vulnerable children - full address;
- Care First - Adults receiving services - full address;
- Pupil database - free school meal eligible pupils by address;
- Job Centre Plus data - addresses of long term unemployment claimants, will require business case to DWP;
- Police offender data - full address data;
- Youth Offending data - full address data;
- Alcohol Admissions - Collette Walsh to provide frequent flyers data;
- Drugs and domestic abuse- addresses of individuals in treatment;
- Connexions - NEET addresses; and
- Fire Service - Home safety check addresses.

The importance of the Total Place approach and that it was already happening in Halton at a low level was noted. The difficulties in overcoming the data sharing barriers was also noted.

RESOLVED: That

- (1) the report and work that has been taken to date be noted;
- (2) the data sharing and the way forward be agreed; and
- (3) Partners identify a data lead within their organisation.

38 CHILD AND FAMILY POVERTY UPDATE

The Board considered a report which gave details on the progress and developments since the previous report in September 2010.

The Board was advised that since the last report in September 2010, a multi-agency Child & Family Poverty Group had been established to oversee the development of the Halton Child & Family Poverty strategy.

It was reported that receipt of the needs assessment was slightly delayed and a brief summary of its key findings would be circulated to all Members of the Board.

It was also reported that anyone not represented on the Group could leave their details at the end of the meeting.

The Board was further advised that a strategy development workshop was being arranged with the purpose of taking the findings of the needs assessment to help shape what the key priorities in the strategy should be. Invitations had already been sent out to relevant key partners.

In addition, it was reported that the key milestones over the next six months were as follows;

- Publication of the full Halton Child & Family Poverty Needs Assessment - December 2010; and
- The drafting and adoption of Halton Child & Family Poverty strategy - spring 2011.

RESOLVED: That the report be noted.

39 WNF FINANCIAL SUMMARY UPDATE

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

The Board was advised that the attached spreadsheet (Annexe A) showed SSP WNF spend up to 16th November 2010. It showed expenditure for Quarters 1 and 2 of the 2010 -11 financial year. It was noted that not all of the Q2 expenditure was currently showing, because of the time lag in processing retrospective invoices.

The Board was further advised that at the moment the spend profile was showing 44.55% of the 2010-11 revised allocations. A previous item on the agenda had considered how much of the remaining 55.45% of funding was actually legally committed.

It was reported that Board Members may wish to consider an electronic update for Quarter 3 spend at the end of January 2011, as the next Board meeting (2nd March 2011) was particularly close to the end of the financial year.

In conclusion, it was reported that at the moment spending was according to profiles and monitoring would continue to ensure it stayed as such. This, however, was subject to any further decisions regarding de-committing or a re-profiling spend.

It was suggested that when the Partnership had a clearer picture of what funding would be available it may be necessary to hold a 'special meeting' of the Board.

RESOLVED: That the report be noted.

Meeting ended at 10.45 a.m.

REPORT TO: Corporate PPB

DATE 22 February 2011

REPORTING OFFICER: Strategic Director: Environment and Economy

SUBJECT: Council's Property Portfolio

WARDS: Borough-wide

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to provide Members with information on the Council's land and property portfolio and to advise Members of the procedures and protocols the Council has developed to manage its land and property assets.

2. RECOMMENDATION: That

- 2.1 **Members consider the information provided regarding the Council's Land and Property portfolio.**

3. SUPPORTING INFORMATION

- 3.1 Central Government has recently announced initiatives which will have a bearing on how the Council will be required to report on its land and property portfolio in the future. Further details on these announcements are set out in section 4 of this report. It is, therefore, timely that Corporate PPB is giving this matter its consideration.
- 3.2 Members will be aware that the Council is required to ensure that its assets are efficiently managed and that the size and condition of the Council's land and property portfolio reflects present service delivery requirements, as well as, planned future developments.
- 3.3 The Council's Asset Management Plan (AMP) is an important document which provides a strategic overview of the Council's property and land assets, and also sets out the systems, processes and policies in place to manage and maintain them.
- 3.4 The AMP is designed to ensure that Council assets are not treated in isolation, but are treated as a package. The AMP also serves to ensure that decisions relating to the management of these assets are consistent and are in the best interests of the Council, but acknowledges that individual assets are unique and may present differing challenges and opportunities.
- 3.5 Linked to this, the Council also has protocols in place which are aligned with the principles outlined in the AMWP notably around the disposal of surplus property assets. A review of office accommodation is also taking place to reflect the need to make efficiency savings, improve the stock as well as

provide offices which will meet future workforce planning and service delivery objectives.

- 3.6 Members will appreciate that the scale and size of the Council's Land and Property Portfolio is significant. For this reason, within the timeframe available, information has been provided specifically on Council Sites. It is acknowledged that further work is required to gather additional information on the Council's other assets including land holdings and this can be provided at a future meeting. This work will complement activity we will need to undertake to respond to Government requirements as set out in section 4.
- 3.7. The Council's property assets fall within a number of categories; for example, Office Accommodation for Council Employees; Industrial Properties; Schools; Community facilities (including libraries, community centres, direct links; residential homes).
- 3.8 Appendix 1 of the report provides a list of property sites per se. Appendix 2 provides information on premises either owned or leased by the Council to third sector partners.

4. POLICY IMPLICATIONS

- 4.1 Earlier this month Housing Minister Grant Shapps announced plans to give members of the public the right to reclaim and develop hundreds of acres of unused public sector land and buildings. The new Community Right to Reclaim Land will help communities to improve their local area by using disused publicly owned land for new development.
- 4.2 It is too early to fully assess the impact of this announcement but there are potential resource implications for the Council. By the summer, it is proposed that a national new one-stop shop will provide residents with information about empty land and buildings they can develop to improve their local area.
- 4.3 The announcement also stated that a new online tool will combine information from existing databases to form the bedrock of a new Community Right - the Right to Reclaim Land - which will also include an improved system for members of the public to request that empty public sector land or buildings are sold off, so they can be brought back into use.
- 4.4 In addition, the Department for Communities and Local Government has set out its intention to map public sector assets at an area level as opposed to an organisational level. Government intends to produce a demonstrator map in April which will be used to gather data on public assets. Local Authorities will be expected to publish information it holds on its assets.

5. OTHER IMPLICATIONS

- 5.1 The effective use of these assets plays an important part in the achievement and delivery of the Council's core priorities. The AMP is intended to be used as a tool to help maximise the deployment and use of land, buildings and other assets to support service delivery.

As a major owner of land and buildings it is important for us to be able to clearly justify why we hold such interests and what overall benefit is derived from them.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

This report has implications for all the Council's priorities (6.1-6.5) because the work we undertake on asset management ultimately helps us to ensure that we constantly maintain the level of physical assets that reflect organisational needs and that we continue to deploy and use and manage these assets to best effect.

6.1 Children and Young People in Halton

6.2 Employment, Learning and Skills in Halton

6.3 A Healthy Halton

6.4 A Safer Halton

6.5 Halton's Urban Renewal

6.6 Corporate Effectiveness and Business Efficiency

In the Corporate Plan 2006-11, the theme of 'Corporate Effectiveness & Business Efficiency' has an overall aim 'to create the maximum effect on the quality of life in the communities of Halton through the efficient use of the Council's resources'. The Asset Management Plan plays a key role in achieving this.

7. RISK ANALYSIS

7.1 Not applicable

8. LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

	Document	Place of Inspection	Contact Officer
8.1	Asset Management Plan	Property services	Wesley Rourke

UPRN	SITE NAME	ADDRESS	TOWN	GIA sqm	SITE FUNCTION
4310001	Halton Cemetery Runcorn	East Lane	Runcorn	15	Cemeteries / Crematoria
4310002	Runcorn Cemetery Runcorn	Langdale Road	Runcorn	136	Cemeteries / Crematoria
4310003	Widnes Cemetery	Birchfield Road	Widnes	313	Cemeteries / Crematoria
4310004	Widnes Crematorium	Birchfield Road	Widnes	279	Cemeteries / Crematoria
2920006	Brookvale Childrens Centre	Woodhatch Road	Runcorn	1,201	Childrens Centre
8610001	Castlefields Children's Centre	The Park Primary School	Runcorn	0	Childrens Centre
6520003	Glendale Centre Runcorn	Wren Close	Runcorn	386	Childrens Centre
6520007	Halton Brook Childrens Centre, Runcorn	Cotterill	Runcorn	110	Residential Homes/Day Centres
2920008	Halton Lodge Childrens Centre	Grangeway	Runcorn	970	Childrens Centre
6520004	Inglefield Centre Runcorn	Pendennis Court	Runcorn	692	Childrens Centre
2510003	Transporter Bridge House, West Bank, Widnes	143-145 Mersey Road, West Bank	Widnes	287	Childrens Centre
8101007	Warrington Road Childrens Centre	Naylor Road	Widnes	1,368	Childrens Centre
7110001	Castlefields Community Centre	Castlefields Avenue	Runcorn	569	Community / Youth Centres
7110015	Community Safety Projects Building, Dundalk Road	Dundalk Road	Widnes	221	Community / Youth Centres
7110003	Ditton Community and Childrens Centre, Widnes	Dundalk Road	Widnes	1,498	Community / Youth Centres
7110004	Grangeway Youth & Community Centre Runcorn	Grangeway	Runcorn	1,495	Community / Youth Centres
7110006	Murdishaw Community Centre	Barnfield Avenue	Runcorn	285	Community / Youth Centres
7110007	Murdishaw Play Centre Runcorn	Barnfield Avenue	Runcorn	278	Community / Youth Centres
7110008	Murdishaw Youth Centre	Mooring Close	Runcorn	152	Community / Youth Centres
7110009	Upton Community Centre Widnes	Hough Green	Widnes	1,364	Community / Youth Centres
7110011	Windmill Hill Play Centre Runcorn	Norton Hill	Runcorn	271	Community / Youth Centres
7110012	Woodlands Play Centre Runcorn	Castlefields Avenue East	Runcorn	308	Community / Youth Centres
2210001	Lowerhouse Lane Widnes (Depot)	Lower House Lane	Widnes	2,822	Depots / Workshops
2210002	Picow Farm Depot and Offices	Picow Farm Road	Runcorn	4,901	Depots / Workshops
2210005	St Marys Road (Mower Store) West Bank	St Marys Road	Widnes	24	Depots / Workshops
2920012	Gypsy Site, Warrington Road, Widnes	Warrington Road	Widnes	276	Housing (HRA) Property
2920013	Transit Site, Warrington Road, Runcorn	Warrington Road	Runcorn	0	Housing (HRA) Property
2610001	Moor Lane Business Generation Centre Widnes	Moor Lane	Widnes	3,123	Land & Building(s)
2710003	Old Police Station Runcorn	Bridge Street	Runcorn	1,134	Land & Building(s)
7610001	Ditton Library Widnes	Queens Avenue	Widnes	440	Libraries/Museums/Galleries
7610002	Egerton Street Library Runcorn	Egerton Street	Runcorn	559	Libraries/Museums/Galleries
7610003	Halton Lea Library Runcorn	Halton Lea	Runcorn	2,663	Libraries/Museums/Galleries

UPRN	SITE NAME	ADDRESS	TOWN	GIA sqm	SITE FUNCTION
8920001	Acorn Centre	Kingshead Close	Runcorn	973	Lifelong Learning Facility
7610005	Kingsway Learning Centre	Victoria Square	Widnes	4,265	Lifelong Learning Facility
2320001	Runcorn Market Hall	Granville Street	Runcorn	550	Markets
2310001	Widnes Market	Bradley Way	Widnes	4,601	Markets
2110008	Contact Centre, Catalyst Trade Park, Widnes	Catalyst House	Widnes	2,728	Office/Admin Buildings
2110009	Corporate Training Centre	Victoria House	Widnes	1,678	Office/Admin Buildings
2110016	Former Ditton Direct Link, Queens Avenue, Widnes	Queens Avenue	Widnes	227	Office/Admin Buildings
2110004	Grosvenor House Runcorn	Grosvenor House	Runcorn	4,473	Office/Admin Buildings
6110003	Haddocks Wood (The Coach House)	Manor Park, Haddocks Wood	Runcorn	163	Office/Admin Buildings
2110006	Halton Lea Direct Link	Rutland House	Runcorn	724	Office/Admin Buildings
6110004	John Briggs House	Gerrard Street	Widnes	1,018	Office/Admin Buildings
2110020	Kingsway House Widnes	Caldwell Road	Widnes	1,636	Office/Admin Buildings
2110012	Midwood House, Midwood Street, Widnes	Midwood House	Widnes	686	Office/Admin Buildings
2110001	Municipal Building Widnes	Municipal Building	Widnes	5,557	Office/Admin Buildings
2110007	Runcorn Direct Link (Old Town)	Direct Link	Runcorn	335	Office/Admin Buildings
2110002	Runcorn Town Hall	Heath Road	Runcorn	4,423	Office/Admin Buildings
2110003	Rutland House Runcorn	Rutland House	Runcorn	3,035	Office/Admin Buildings
2110014	The Heath Business & Technical Park, Block B	Heath Business Park	Runcorn	394	Office/Admin Buildings
2110017	Turnstone Business Park (Unit 10)	Turnstone Business Park	Widnes	367	Office/Admin Buildings
2110018	Turnstone Business Park (Unit 15)	Turnstone Business Park	Widnes	198	Office/Admin Buildings
6110005	Vine Street Centre, Widnes	Widnes Road	Widnes	515	Office/Admin Buildings
2110005	Widnes Direct Link	(Direct Link)	Widnes	561	Office/Admin Buildings
2620001	Waterloo Business Generation Centre Widnes	Waterloo Road	Widnes	1,651	Offices - Commercial
7310002	Arley Drive Playing Fields Widnes	Arley Drive	Widnes	112	Playing Fields (Inc. Changing)
7310003	Dundalk Road Changing Rooms/Bowls Pavilion	King George V Playing Fields	Widnes	590	Playing Fields (Inc. Changing)
7310004	Haddocks Wood Playing Fields and changing room	Haddocks Wood	Runcorn	463	Playing Fields (Inc. Changing)
7210002	Halton Sports Playing Fields , Murdishaw Avenue	Murdishaw Avenue	Runcorn	412	Playing Fields (Inc. Changing)
7310005	Leigh Rec and Changing Rooms	Lowerhouse Lane	Widnes	312	Playing Fields (Inc. Changing)
7310006	Prescot Road Playing Fields and Changing Rooms	Prescot Road	Widnes	282	Playing Fields (Inc. Changing)
7310009	The Heath Changing Rooms and playing fields, Runcorn	Runcorn Heath	Runcorn	321	Playing Fields (Inc. Changing)
7310013	Wilmere Lane Playing Fields Widnes	Wilmere Lane	Widnes	703	Playing Fields (Inc. Changing)
7310014	Woodside Playing field and Changing Rooms	Palacefields Avenue	Runcorn	88	Playing Fields (Inc. Changing)

UPRN	SITE NAME	ADDRESS	TOWN	GIA sqm	SITE FUNCTION
4210001	Albert Square Public Toilets	Albert Square	Widnes	94	Public Convenience
4210002	Runcorn Town Centre Toilets, Fryer Street	Fryer Street	Runcorn	29	Public Convenience
4210003	Superloo Church Street	Church Street	Runcorn	0	Public Convenience
6510001	67 Edinburgh Road , Widnes	Edinburgh Road	Widnes	176	Residential Homes/Day Centres
6510002	Belvedere Runcorn	Belvedere	Runcorn	1,391	Residential Homes/Day Centres
6510003	Bredon Hostel Runcorn	Lapwing Grove	Runcorn	904	Residential Homes/Day Centres
6590001	Brookside c/o Inglefield	Castlefield Avenue North	Runcorn	88	Residential Homes/Day Centres
6510007	Halton Women's Centre (Braemar)	Pendenis Court	Runcorn	224	Residential Homes/Day Centres
6510004	Littlebourne Park (No. 42), Runcorn	Littlebourne Park	Runcorn	109	Residential Homes/Day Centres
6510005	Moorfield Road (45) Widnes	Moorfield Road	Widnes	405	Residential Homes/Day Centres
6510006	Oakmeadow Centre Widnes	Peelhouse Lane	Widnes	2,296	Residential Homes/Day Centres
6520005	Peelhouse Family Centre Widnes	Peelhouse Lane	Widnes	340	Residential Homes/Day Centres
6520006	Pingot Centre Widnes	Dundalk Road	Widnes	1,305	Residential Homes/Day Centres
8293179	All Saints Upton CE Vol Cont Primary School	Hough Green Road	Widnes	2,152	Schools
8417202	Ashley School	Cawfield Avenue	Widnes	2,030	Schools
8232700	Astmoor Primary School	Kingshead Close	Runcorn	1,465	Schools
8232382	Beechwood Primary School	Grasmere Drive	Runcorn	1,287	Schools
8101006	Birchfield Nursery School	Victoria Avenue	Widnes	436	Schools
8417206	Brookfields School	Moorfield Road	Widnes	1,940	Schools
8232725	Brookvale Primary School	Old Northwich Road	Runcorn	1,794	Schools
8232283	Castle View Primary School	Meadway	Runcorn	1,467	Schools
8417003	Cavendish School	Lincoln Close	Runcorn	2,073	Schools
8417200	Chesnut Lodge School	Green Lane	Widnes	2,413	Schools
8232109	Daresbury Primary School	Chester Road	Warrington	889	Schools
8101005	Ditton Early Years Centre (Nursery) School	Dundalk Road	Widnes	642	Schools
8232406	Ditton Primary School	Liverpool Road	Widnes	1,946	Schools
8212407	Fairfield Infant School	Peelhouse Lane	Widnes	1,359	Schools
8222425	Fairfield Junior School	Peelhouse Lane	Widnes	1,471	Schools
8293177	Farnworth CE Controlled Primary School	Pit Lane	Widnes	2,222	Schools
8232383	Gorsewood Primary School	Gorsewood Road	Runcorn	1,499	Schools
8293176	Hale CE Voluntary Controlled Primary School	Hesketh Road	Nr Liverpool	979	Schools
8293050	Halebank CE Vol Controlled Primary School	Heathview Road	Widnes	912	Schools

UPRN	SITE NAME	ADDRESS	TOWN	GIA sqm	SITE FUNCTION
8232689	Hallwood Park Primary School and Nursery	Hallwood Park Avenue	Runcorn	2,408	Schools
8232712	Halton Lodge Primary School	Grangeway	Runcorn	1,405	Schools
8232376	Hillview Primary School	Beechwood Avenue	Runcorn	1,361	Schools
8232428	Lunts Heath Primary School	Wedgewood Drive	Widnes	1,468	Schools
8232104	Moore Primary School	Lindfield Close	Moore	1,302	Schools
8232415	Moorfield Primary School	Moorfield Road	Widnes	1,668	Schools
8232381	Murdishaw West Community Primary School	Barnfield Avenue	Runcorn	1,367	Schools
8232727	Oakfield Community Primary School	Edinburgh Road	Widnes	3,519	Schools
8304218	Ormiston Bollingbroke Academy	Barnfield Avenue	Runcorn	11,216	Schools
8283632	Our Lady Mother of the Saviour Catholic Primary School	Lapwing Grove	Runcorn	1,739	Schools
8282726	Our Lady of Perpetual Succour Catholic Primary School	Clincton View	Widnes	1,517	Schools
8232724	Palacefields Primary School	Badger Close	Runcorn	2,960	Schools
8232325	Pewithall Primary School	Kenilworth Avenue	Runcorn	1,060	Schools
8283502	Runcorn All Saints CE Primary School	Church Street	Runcorn	981	Schools
8384625	Saints Peter & Paul Catholic High School	Highfield Road	Widnes	12,871	Schools
8232711	Simms Cross Primary School	Kingsway	Widnes	3,082	Schools
8293175	Spinney Avenue CE Vol Controlled Primary School	Spinney Avenue	Widnes	1,177	Schools
8283561	St Augustine's Catholic Primary School	Conwy Court	Runcorn	1,135	Schools
8283648	St Basil's Catholic Primary School	Hough Green Road	Widnes	2,146	Schools
8283615	St Bede's Catholic Infant School	Leigh Avenue	Widnes	1,077	Schools
8283614	St Bede's Catholic Junior School Widnes	Leigh Avenue	Widnes	1,369	Schools
8283640	St Berteline's CE Primary School	Norton Lane	Runcorn	1,831	Schools
8384614	St Chad's Catholic High School	Grangeway	Runcorn	11,304	Schools
8283510	St Clement's Catholic Primary School	Oxford Road	Runcorn	1,169	Schools
8283509	St Edward's Catholic Primary School	Wivern Place	Runcorn	719	Schools
8283649	St Gerards RC Primary & Nursery	Lugsdale Road	Widnes	1,141	Schools
8283650	St John Fisher Catholic Primary School	Edward Street	Widnes	2,151	Schools
8283637	St Martin's Catholic Primary School	St Martins Lane	Runcorn	1,615	Schools
8283506	St Mary's Halton CE Primary School	Castlefields Avenue South	Runcorn	1,409	Schools
8283651	St Michael's Catholic Primary School	St Michael's Road	Widnes	1,798	Schools
8305400	The Bankfield School	Liverpool Road	Widnes	9,182	Schools
8421100	The Bridge School, Astmoor	Chadwick Road	Runcorn	1,348	Schools

UPRN	SITE NAME	ADDRESS	TOWN	GIA sqm	SITE FUNCTION
8232295	The Brow Community Primary School	The Clough	Runcorn	1,361	Schools
8304104	The Grange Comprehensive School	Latham Avenue	Runcorn	9,572	Schools
8212106	The Grange Infant School	Stonehills Lane	Runcorn	1,160	Schools
8222114	The Grange Junior School	Latham Avenue	Runcorn	1,609	Schools
8101008	The Grange Nursery School	Stonehills Lane	Runcorn	397	Schools
8304103	The Heath Specialist Technology College	Clifton Road	Runcorn	9,122	Schools
8283511	The Holy Spirit Catholic Primary School	Cotterill	Runcorn	1,166	Schools
8232312	The Park Primary School	Plantation Close	Runcorn	1,404	Schools
8232107	Victoria Road Primary School	Victoria Road	Runcorn	1,578	Schools
8304207	Wade Deacon High School, Birchfield Road Campus	Birchfield Road	Widnes	9,712	Schools
8304203	Wade Deacon High School, Peel House Lane Campus	Wade Deacon High School	Widnes	9,679	Schools
8232412	West Bank Primary School	Cholmondeley Street	Widnes	2,087	Schools
8232723	Westfield Primary School	Clayton Crescent	Runcorn	1,464	Schools
8232118	Weston Point Community Primary School	Castner Avenue	Runcorn	1,157	Schools
8232281	Weston Primary School	Lamsickle Lane	Runcorn	1,301	Schools
8232387	Windmill Hill Primary School	Windmill Hill	Runcorn	1,301	Schools
8232297	Woodside Primary School	Whitchurch Way	Runcorn	1,416	Schools
7210001	Brookvale Recreation Centre Runcorn	Barnfield Avenue	Runcorn	3,086	Sports Centres/Swimming Pools
7210003	Kingsway Leisure Centre Widnes	Kingsway	Widnes	6,231	Sports Centres/Swimming Pools
7210004	Runcorn Swimming Pool, Bridge Street Runcorn	Bridge Street	Runcorn	0	Sports Centres/Swimming Pools
7510002	Stobart Stadium Halton	Lowerhouse Lane	Widnes	16,988	Sports Centres/Swimming Pools

LETTINGS TO THE THIRD SECTOR

UPRN	Address	Occupier
1310012	West Bank Boat Club (ground lease)	West Bank Boat Club
1320003	Land at Laburnum Grove (ground lease)	Mencap
1410001	Chapel Lane Widnes (ground lease)	Widnes Tigers
1420001	Castle Rise Runcorn (ground lease)	Scouts
1420002	Weston Village scout hut	Scouts
1610002	Hutchinson Street (ground lease)	Trustees of Westbank ARLFC
1610005	Parsonage Rd West Bank (mobile unit)	West Bank Community Forum
2110004	Grosvenor House	Citizens Advice Bureau
2210001	Lowerhouse Lane Depot	Groundwork Merseyside
2410000	Units 1, 8, 19 and 20 Dewar Court	Halton and St Helens PCT
2510003	Transporter Bridge House	YMCA
2520002	62 Church Street	Halton Carers
2530001	Halton Village Hall Main St Runcorn	Cycle Store for Cycle Museum
2540001	Churchill Hall, Cooper St, Runcorn	T H Brown Trust Community Hall
2710002	Catalyst Museum Mersey Road	Museum
2710003	Old Police Station Old Police Station Runcorn	Halton Community Partnership Trust
2710003	Old Police Station Old Police Station Runcorn (gl)	Halton Play Council
2710004	Play Resource Centre, 10 Mersey Road, Runcorn	Halton Play Council
2930003	Halton Sports Club Murdishaw, Runcorn	Runcorn Linnets FC
2920006	Brookvale Children's Centre	PSLA (Nursery)
2920008	Halton Lodge Children's Centre	PSLA (Nursery)
3110112	Blackburn Avenue (ground lease)	Halebank Football Club
5210004	Lugsdale Road, Widnes	Citizens Advice Bureau
6110005	Vine Street Centre Widnes Rd Widnes	Mind (Mental Health Charity)
6510003	Bredon Hostel Lapwing Grove Runcorn	Creative Support (Care facility)
6510002	Belvedere, Cooper Street, Runcorn	Community Integrated Care (hostel)
6510007	Braemar, Lapwing Grove, Runcorn	Halton Women's Centre

6590004	Grangeway Court, Grangeway, Runcorn	Arena Housing (Temp Accomodation)			
7110005	Bluebell Lodge Camelot Way Runcorn	Halton Community Radio			
7110011	Windmill Hill Play Centre	Trustees Windmill Hill Forum (IT)			
7310013	Wilmere Lane Sports Ground	Halton Farnworth Hornets			
7510002	Halton Stadium Lowerhouse Lane Widnes	Vikings Rugby			
7610005	Kingsway Learning Centre	Planet Nursery			
7620002	Norton Priory Museum	Museum trust			
7910002	Haddocks Wood Club	The Alternative Project			
7920001	Russell Rd Runcorn (ground lease)	Youth Club			
8920001	Acorn Centre	Nursery			
8232118	Weston Point primary school, Castner Ave, Runcorn	Early Years Group			
8232281	Weston primary school, Lamsickle Ave, Runcorn	Early Years Group			
8232295	The Brow Primary The Clough Runcorn	Early Years Group			
8232297	Woodside Primary Mobile Whitchurch Way Runcorn	Early Years Group			
8232376	Hillview Primary Mobile Beechwood Avenue	Early Years Group			
8232381	Murdishaw West Primary Mobile Barnfield Ave Runcorn	Early Years Group			
8232382	Beechwood Primary Grasmere Drive Runcorn	Early Years Group			
8232382	Beechwood Primary Mobile Grasmere Drive Runcorn	Link Club			
8232689	Hallwood Park Hallwood Park Avenue Runcorn	Early years Club			
8232723	Westfield Primary Clayton Crescent Runcorn	Early years Club			
8283637	St Martins Primary	Early years Club			
8293050	Halebank Primary Mobile Heathview Rd Widnes	Early years Club			
8304203	Fairfield High Peelhouse Lane Widnes (mobile)	Guides			

REPORT TO: Corporate Policy & Performance Board

DATE: 22nd February 2011

REPORTING OFFICER: Strategic Director Resources

SUBJECT: Performance Management Reports for Quarter 3 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 third quarter of 2010/11 to December 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 third 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

Document	Place of Inspection	Contact Officer
Not applicable		

Departmental Quarterly Monitoring Report

Directorate: Resources

Department: Finance

Period: Quarter 3 – 1st October to 31st December 2010

1.0 Introduction

This monitoring report covers the Finance Department's third quarter up to period end 31st December 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 4.

2.0 Key Developments

Financial Management Division

On 20th October 2010 the Chancellor announced the outcome of the Comprehensive Spending Review (CSR). Local Government will bear the largest share of cuts across the public sector, totalling 28% over four years. However the savings are front loaded with greater cuts in the first two years. The CSR also confirmed Government's approval to the Mersey Gateway bridge project, subject to statutory processes.

The Medium Term Financial Strategy (MTFS) was considered by Executive Board on 18th November, which set out an expected funding gap of up to £48m over three years (2011-2014) and the key assumptions upon which this was based. The Council's 2011/12 base budget has been prepared within the framework of the MTFS.

The Government announced the Local Government Finance Settlement on 13th December 2010 which provided details of the Grant Settlement for Halton for the next two years. The Council's grant will be cut by 13.3% for 2011/12 and 6.6% for 2012/13. This will require budget savings to be achieved of £20m in 2011/12 and £16m in 2012/13 with a further £12m in 2013/14 (the latter is based upon indicative control totals provided by Government at this stage). In addition, Working Neighbourhoods Funding will cease from 1st April 2011, resulting in a further loss of £5.5m to the Council.

On 10th February the Executive Board will recommend budget proposals to be considered by Council on 2nd March 2011. This will include the budget reductions required in order to deliver a balanced budget for 2011/12.

Work has been on-going during the quarter with implementation of International Financial Reporting Standards (IFRS). The main accounting statements (eg. Balance Sheet) within the 2009/10 Abstract of Accounts have now been restated onto an IFRS basis, along with the supporting notes to the accounts. These are currently being reviewed by the Audit Commission and the results of that review will be reported to the Business Efficiency Board on 9th March 2011. This will then provide the starting point for preparation of the 2010/11 final accounts.

Efficiency Programme Office

The delivery of the Efficiency Programme Plan continues, with Wave 2 and 3 workstreams in progress. The Revenues, Benefits and HDL workstream will reach a conclusion in the coming months, as will the Contracted Services to Schools workstream and the Property Services workstream. An evaluation of the first twelve months of operation of the new Open Spaces Service has commenced and will be reported to the Efficiency Programme Board around February. The Efficiency Programme Office will shortly begin working on the development of Wave 4 of the Programme, with a view to adding further service reviews to the Programme schedule.

Revenues and Benefits Division

Benefits

Processing times remain one of the best within both Merseyside and Greater Manchester, with new claims currently being processed on average within 14.48 days. This is an improvement on the same period last year when the turnaround time was 15.58 days

Revenues

During the third quarter of 2010/11 the Council Tax and Business Rates collection remained constant despite the continued recession. Council Tax arrears collection has improved from 24.98% in November 2009 to 30.70% in November 2010.

Welfare Rights

The demand for appeal representation has significantly increased. So far this year, the team have attended 129 appeals tribunals and achieved a success rate of 89%. This is an increase of 66 cases based on the same point last year which had a success rate of 73.33%. In addition, the welfare rights advice given by the team has resulted in an increased income for Halton residents of £1,946,616. This represents an increase of £367,160 compared with the 2009/10 end of year figure.

Audit & Operational Finance Division

Internal Audit

For the past four years Internal Audit has undertaken the external assessment of the Council's schools against the Financial Management Standard in Schools (FMSiS).

However, in mid-November the Government announced that FMSiS would cease with immediate effect. A replacement version of FMSiS is to be introduced at the start of the 2011/12 financial year. It is anticipated that the replacement will be a much simpler model concentrating on the key points on which Governing Bodies and Headteachers should assure themselves. It is unlikely that the replacement version will require any form of external assessment.

Finance Support Services

As at the end of the third quarter of 2010/11, 90% of invoices processed in 2010/11 have been paid within 30 days, which is in line with the target set for the year. It is anticipated that performance should improve further in the final quarter as more efficient working practices introduced during the year become further embedded.

3.0 Emerging Issues

A restructure within the Finance Department is ongoing, dependent on the impact of the Voluntary Early Retirement and Redundancy Schemes and budget savings.

Financial Management Division

Support continues to be provided on the financial aspects of the Mersey Gateway development, the partnership with Merseyside Waste Disposal Authority for the procurement of waste treatment and disposal facilities, and equal pay claims.

Planning has begun for preparation of the 2010/11 final accounts, which from this year must fully comply with International Financial Reporting Standards (IFRS) and the IFRS Code of Practice. Producing the final accounts for 2010/11 will be more resource intensive under IFRS.

Efficiency Programme Office

The reduction in service budgets as a result of balancing the budget may affect some of the planned workstream savings targets. Targets are generally set as 10% of operational budget and where operational budgets reduce, the corresponding 10% also reduces. This has been highlighted in the Efficiency Programme risk register and will be monitored closely.

Revenues and Benefits Division

The outcome of the Efficiency Review (Wave 2) will impact on the way in which Revenues and Benefits will be delivered in the future. Current working practices will need to be reviewed and monitored over the coming months once the new structure has been agreed.

Benefits

From 1st April 2011 there are changes to the Local Housing Allowance (LHA). The

LHA changes will require system software amendments and this will incur a cost.

In addition, the level of non dependant deductions is set to increase. This will be a staged increase which will take place over the coming four years. This increase will generate more queries and appeals as claimants struggle to find the additional money to cover the deduction. There will need to be close monitoring to ensure that there is not an increase in the number of undeclared non-dependants.

The transition of claimants from Incapacity Benefit and Severe Disability Allowance to Employment Support Allowance is due to start in February 2011. This is likely to see an increase in activity and queries for these benefits, as claimants' Housing Benefit and Council Tax Benefit details are amended to reflect the changes.

Revenues

The results of two recent consultation documents on Student Discount Regulations and the proposed introduction of Local Referendums to veto excessive Council Tax increases are still awaited.

From April 2011, the non dependant deductions applied to Council Tax Benefit are due to increase. This may have a detrimental impact on Council Tax collection rates as people struggle to pay the additional charge. There may also be an increase in applications for single person discounts as a result

Business Rates

The collection rate at the end of the quarter 3 was 85.50% which is down on the previous year's collection rate of 88.94%. A number of new assessments, however, have recently been brought into the rating list.

From January 2011, the way in which Business Rates are collected for Widnes Market is due to change and will see individual stallholders being responsible for individual bills. This is likely to cause some problems with the stallholders but every effort will be made to ensure that the transition is implemented as efficiently as is possible

Welfare Rights

The transition of claimants on Incapacity Benefits and Severe Disability Allowance to Employment Support Allowance is due to start in February 2011 and is likely to have impact on a significant number of claimants in Halton. This is scheduled to be a three year transition period. Further proposals for significant change to Disability Living Allowance are likely to cause a further increase in demand in the medium term.

Audit & Operational Finance Division

Cashiers

As part of the budget savings proposals for 2011/12, the Council is to close the cash offices at Widnes HDL and Halton Lea HDL. This will not affect customers who will still be able to make payments using the payment kiosks. However, alternative means of banking income and providing cash to various parts of the

Council will need to be identified and put into place.

Insurance

The Council’s insurance contracts are currently out to tender and are due to be re-let from April 2011. The Council is being assisted in the procurement process by AON, who are appointed as Insurance Advisor to the Council.

Internal Audit / Client Finance

Following an audit report on Halton Supported Housing Network, which identified opportunities to improve the way in which clients’ personal monies are accounted for, officers from the Internal Audit and Client Finance teams have delivered a series of training sessions to over 70 support workers and care staff in regard to improving the accounting arrangements for personal allowances.


4.0 Service Objectives / milestones

4.1 Progress against ‘key’ objectives / milestones

Total	10		10		0		0
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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

Total	7		7		0		0
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All other objectives/milestones for the Department are on track to be achieved and are therefore not being reported by exception at this time.

5.0 Performance indicators

5.1 Progress Against ‘key’ performance indicators

Total	5		5		0		0
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All of the key performance indicators for the Department are on track to be

achieved and details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	3		3		0		0
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The remaining performance indicators reported at this time are on track to be achieved and are therefore not being reported by exception at this time.

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 'key' performance indicators

Appendix 3 Financial Statement




Appendix 4 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
FS 01	Set the Revenue Budget, Capital Programme and Recommend Council Tax



Milestones	Progress Q3	Supporting Commentary
Report Medium Term Financial Forecast to Executive Board November 2010		The Strategy was reported to Executive Board in 18 th November 2010.
Report to Council in March 2011		On track to report to Council on 2 nd March 2011.

Ref	Objective
FS 02	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports




Milestones	Progress Q3	Supporting Commentary
Provide monthly financial reports to budget holders within 8 days of month end		Reports issued on schedule to date.
Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports		Quarter 3 reports provided on schedule to Operational Directors.
Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee.		Quarter 2 was reported to Executive Board Sub Committee on 18 th November 2010, showing an overall underspend against the revenue budget. Quarter 3 will be reported on 10 th February 2011.

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 Q3	Supporting Commentary
Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2010		The draft Abstract of Accounts was approved by the Business Efficiency Board on 30 th June 2010.
Publish the Abstract of Accounts by 30th September 2010		The 2009/10 Abstract of Accounts was published on 30 th 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
FS 04	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 Q3	Supporting Commentary
Undertake a spend review across the authority in order to identify potential savings opportunities by March 2011		This is now complete and we are working with Directorates to identify savings to be realised in 2012/13.
Enhance the transparency of trading opportunities to providers through the roll-out of e-trading by March 2011		Workshops have commenced and have been oversubscribed by local businesses. This will continue into April – June 2011.
Meet the Government's new requirement to publish on a monthly basis details of contract and tenders awarded, senior officers salaries and expenditure transactions exceeding £ 500, from January 2011 onwards.		This information has now been published on the Council's website.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>FSLI 1</u>	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 th September 2010.
<u>FSLI 4</u>	The percentage of all invoices which were paid in 30 days	N/A	90.00	89.94%		N/A	It is anticipated that the target of 90% will be achieved by year end. Performance dipped slightly in Q3 due to the clearing of a backlog of invoices that had been stuck in the invoice scanning and registration system.
<u>FSLI 5</u>	Proportion of Council Tax collected	97.23%	96.00	85.67			Collection rate at Q3 2009 was 85.82%. Although collection rates are marginally lower than the same period last year, the annual target is expected to be achieved.
<u>FSLI 6</u>	The percentage of Business Rates which should have been received during the year that were received	99.73%	97.75	85.50			Collection rate at Q3 2009 was 88.94%. Although collection rates are marginally lower than the same period last year, the annual target is expected to be achieved.
<u>NI 181</u>	Time taken to process HB CTB new claims and change events	7 days	14	5.76			Performance at Q3 2009 was 7.07 days

Appendix 3: Financial Statement

Revenue Budget as at 31st December 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	6,379	4,883	4,584	299	4,609
Supplies & Services	711	357	357	0	419
Insurances	599	599	690	(91)	690
Charitable Relief	103	0	0	0	0
Concessionary Travel	2,228	1,429	1,425	4	1,425
Council Tax Benefits	11,195	11,094	11,097	(3)	11,097
Rent Allowances	46,658	37,479	37,448	31	37,448
Non HRA Rebates	99	54	51	3	51
Total Expenditure	67,972	55,895	55,652	243	55,739
<u>Income</u>					
Fees & Charges	-63	-40	-41	1	-41
SLA to Schools	-953	-925	-1,013	88	-1,013
NNDR Administration Grant	-169	0	0	0	0
Hsg Ben Administration Grant	-1,486	-1,114	-1,042	(72)	-1,042
Concessionary Travel Grant	-331	-250	-250	0	-250
Rent Allowances	-46,070	-36,139	-36,201	62	-36,201
Council Tax Benefits Grant	-11,060	-8,491	-8,498	7	-8,498
Other Grants & Reimbursements	-666	-386	-460	74	-460
Capital Financing	-50	-50	-50	0	-50
Liability Orders	-345	-258	-239	(19)	-239
Non HRA Rent Rebates	-99	-54	-52	(2)	-52
Total Income	-61,292	-47,707	-47,846	139	-47,846
Net Controllable Expenditure	6,680	8,188	7,806	382	7,893
<u>Recharges</u>					
Premises	813	813	813	0	813
Transport	425	394	395	(1)	395
Asset Charges	107	0	0	0	0
Central Support Service	2,907	2,179	2,179	0	2,179
Support Service Income	-5,664	-4,124	-4,124	0	-4,124
Net Total Recharges	-1,412	-738	-737	(1)	-737
Net Departmental Total	5,268	7,450	7,069	381	7,156

Appendix 3: Financial Statement
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Comments on the above figures:

In overall terms spending is currently below the Department's budget to the end of quarter 3.

With regard to expenditure, employee costs are lower than budget due to vacancies that exist within the Revenues & Benefits and Audit & Operational Finance Divisions. Revenues & Benefits is currently being reviewed as part of the Wave 2 Efficiency Programme and hence posts have been left vacant pending the outcome of the review.

Insurance expenditure is over budget at the end of the period. This is due to the Council now having a duty to provide premises insurance cover for Catholic Schools. However, the additional cost is being recovered from schools and hence the extra income to date received in respect of SLAs to Schools.

Other grants and reimbursements income is currently in excess of budget which in the main is due to clerical error recoveries relating to Housing Benefit Rent Allowances.

In overall terms spending is £381,000 below the net Departmental budget to date and is expected to be similarly below budget by year-end. This will contribute towards the £0.5m underspend target for the year which has been set for the Resources Directorate.




Local Strategic Partnership Expenditure to 31st December 2010

	Annual Budget £000	Budget to Date £000	Actual to Date £000	Variance to Date £000
Benefits Bus	155	116	99	17
Net Expenditure	155	116	99	17

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 Working Neighbourhoods Fund is spent during the year.




Appendix 4: Explanation of Symbols

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

Departmental Quarterly Monitoring Report

Directorate: Resources

Department: Policy & Performance

Period: Quarter 3 – 1st October to 31st December 2010

1.0 Introduction

This monitoring report covers the Policy and Performance Department third quarter up to period end 31st December 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

The Policy and Strategy Division continues to prepare the framework of statutory plans. The Sustainable Community Strategy 2011-26, Core Strategy, and Local Transport Plan 3 were placed on public consultation from 29th November – 24 January 2011. The Waste Development Plan Document will have a further round of consultation during 2011, including submission to Government. There are a multitude of other essential strategies under production including: new Children and Young People's Plan 2011, Digital Economy and Inclusion Strategy, Workforce Strategy, Equalities Scheme, Child Poverty, Community Engagement Strategy, Autism Strategy, Corporate Plan. Policy support continues to be provided to the Children in Care and Safeguarding Inspection Planning Group, a variety of adult social care initiatives, and the Halton Strategic Partnership.

On 13th October, the Secretary of State announced the ending of the National Indicator set and central control over LAA targets, and that Government would establish a single list of all the data that central government asks of local government. On the 20th December, DCLG published the first draft of a single list of data that central government asks local government to collect. A final list will be published in April 2011.

The Coalition government has set out its intention to create greater transparency. It sees the central list of data key in this respect, in giving the public a clear idea of what central data the government collects and what should be made available to

them. Included in this list are fifteen new data returns proposed for local government, some of which have previously been collected by partner organisations. In the meantime, the Council is still required to report to government on all the existing data sets.

The Principal Internet/intranet Officer has temporarily transferred to IT, to progress the development of the council website and to integrate better the website with other ICT projects.

A new contract to provide Inside Halton has been awarded with new arrangements to take effect from March 2011.

The annual Internal Communications survey for 2010 was issued in November, the number of responses increased compared to the previous survey with a total of 574 completed responses received. Initial analysis of the results shows that 64.9% of staff are satisfied with internal communications in the Council, a rise from 63% at the previous survey. This increase is particularly positive given the difficult messages that have required communicating over the past year coupled with the current levels of change and uncertainty. Given the challenges that lie ahead, it is particularly important to note that 90.6% of staff believe that they can raise issues. It is also worth noting that 61.9% of staff felt that internal communications had improved. Detailed analysis of the survey results will be undertaken and an action plan developed to respond to issues.

The annual Inside Halton readers survey was included within the December Edition of Inside Halton with an incredible 98% satisfaction rate in keeping with the high levels of performance achieved in previous years. Inside Halton remains a highly effective tool for communicating with the public and will be an important channel for us to communicate the difficult budget savings that lie ahead. New features such as the focus on area forums have been welcomed, while long-standing items such as the what's on guide remain popular with readers. We will now be looking at customer comments on how the magazine can be improved in the future.

3.0 Emerging Issues

New policies and organisational arrangements continue to be announced by the government in a blizzard of bills and white papers. Much of the detail has yet to emerge.

The Localism Bill was presented in Parliament on the 13th December 2010. This legislation has been introduced to support the Coalition Government's Big Society agenda and contains a package of reforms that will "establish powerful new rights to communities, revolutionise the planning system and give communities control over housing decisions". The legislation links with the local authorities' new responsibilities for local health improvement from April 2013, which will have a ring-fenced public health budget which is set out in the Health Bill.

It was announced in October that there will be no further allocation of Working Neighbourhoods Fund after the 31st March 2011. The Halton Strategic Partnership has been supported to develop exit strategies and to agree the final allocation of uncommitted funds.

The Council will need to review its performance management framework to ensure that following the abolition of the national indicator set, it has sufficient information to track progress and make comparisons with other authorities.

The publication of revised Publicity Code is awaited. The main issues arising from the published draft are (1) a requirement that publicity should not be designed to influence public opinion about the policies of the authority (2) restricting the frequency of newsletters to four a year, and that they should not contain anything other than information about public services (3) no use of lobbyists.

Several aspects of scrutiny are up in the air at the moment, partly as a result of Government-initiated changes such as the new governance options available to Councils. Government seems to have back-tracked on removing health scrutiny powers, however. The situation in relation to scrutiny should clarify over the coming months. HBC will need to respond to any significant changes that emerge.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	16		16		0		0
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All "key" objectives and milestones are complete or on course for completion by the year end. Further details about "key" objectives/milestones can be found in appendix 1.


4.2 Progress against 'other' objectives / milestones

Total	4		4		0		0
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All other objectives/milestones for the Department are on track to be achieved and are therefore not being reported by exception at this time.

5.0 Performance Indicators

5.1 Progress Against 'key' performance indicators

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

5.2 Progress Against 'other' performance indicators

Total	5		2		1		2
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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. From the 5 remaining indicators, 2 ambitious targets relating to internal communications and In Touch have been missed. Whilst the targets were missed, performance has improved and in order to build on this further, plans have been developed to respond to issues raised through the annual internal communications survey. Further details about "other" performance indicators can be found in appendix 3.

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 'key' performance indicators
- Appendix 3 Progress against 'other' performance indicators
- Appendix 4 Financial Statement
- Appendix 5 Explanation of use of symbols





Appendix 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q3	Supporting Commentary
Review of the Children and Young People's Plan. June 2010.		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. November / December 2010.		All documents have been placed on consultation 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 is also being consulted on at the same time as the Core Strategy and Sustainable Community Strategy.
Submission of Core Strategy to Secretary of State. February 2011.		This current consultation stage is known as the Publication stage and formal representations against the 'soundness' of the plan can be lodged. Representations will be processed during February and the final version of the Core Strategy will be sent to the Secretary of State towards the end of February 2011.
Support the implementation of the Telecare Strategy Action Plan that will ensure the continued use and development of Telecare. March 2011		As reported last quarter, 3 sub groups of the Early Intervention/Prevention Group have been established. The Telecare Sub Group has been charged with taking forward the Telecare Strategy Action Plan with input from the Policy & Strategy Division.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPO2	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.








Milestones	Progress Q3	Supporting Commentary
Monitor performance against Community Strategy targets and review delivery plans June 2010		This work is complete and was reported to the Halton Strategic Partnership in May along with Policy and Performance Boards in May and June.
Monitor and review progress in delivering Local Area Agreement targets with partners and agree refresh with government office March 2011		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 six monthly intervals. A mid year update report was presented to the January 2011 Policy & Performance Boards.
Monitor & review existing MAA and city regional development plan progress and negotiate new MAA with city region partners and GONW March 2011	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 for the period April 2011 on wards. March 2011		Consultation and engagement on the new Sustainable Community Strategy is being undertaken and is running to time. A process to deliver a revised Corporate Plan has commenced.
HSPB to agree exit strategy for end of WNF funding September 2010		Work to develop project exit strategies has reached an advanced stage.

Appendix 1: Progress Against 'key' objectives / milestones

Negotiate new Local Area Agreement 2011-2014 March 2011	Refer to Comment	The situation remains unchanged as reported last quarter. The current LAA will expire in March 2011 and will not be replaced. Locally established performance indicators will be selected to monitor progress in tackling local issues of greatest concern for the new Sustainable Community Strategy in conjunction with the development of a five year delivery plan. This will be done when the new national data reporting requirements are confirmed (expected by April 2011)
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Appendix 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q3	Supporting Commentary
Update corporate communications strategy and supporting directorate work programmes September 2010		Milestone complete as previously reported. Work is currently being undertaken as part of the development of work programmes for 2011/12.
Issue new A-Z guide to services August 2010		Milestone complete as previously reported, A-Z guides to be distributed via HDL's, libraries etc
Deliver targeted 'you said, we did' campaign July 2010		Milestone complete as previously reported.
Review and reissue media guide September 2010		New guide issued, revised guide will need to be issued should any changes be required as a result of awaited publicity code (due end Jan 2011)
Review use of corporate branding/audit of external publications September 2011		New branding being used on adverts, which is already delivering savings as less space is required with new design.
Retender In Touch contract December 2010		Contract has been extended for one year as allowed within current contract. Number of editions of InTouch will be reduced from 12 to 9 as cost saving measure.
Review and retender Inside Halton contract March 2011		Contract awarded, first edition under new arrangements will be in March 2011. New controls, will reduce advertising spend from council departments – who will be offered free editorial space, instead of paid for advertising.

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 Q3	Supporting Commentary
Provide information to support Statutory Inspections in Children and Young Peoples May 2010 and Adults and Community Directorate September 2010 and ongoing meetings with Regulators.		These inspections were fully supported and had favourable outcomes. Additionally, in this last quarter support was provided to Children's Services to support the Ofsted Annual Children's Services Assessment process and meetings with regulators, given the revised harder framework, again with a favourable outcome.


Appendix 2: Progress Against “key” performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health

PPLI 1	% of LAA WNF Spend (%)	N/A	100	46		N/A	Expenditure claims are submitted in arrears after quarter end. Spend is on course for year end.
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Cost & Efficiency

PPLI 8	% of departmental working days lost due to sickness absence.	2.17	3.7	2.7 (April-Dec)		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 3: Progress Against “other” performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health



See footnote ¹

Fair Access

PPLI 10 (PPLI 11)	Satisfaction with internal communications of the Council (%)	63	78	64.9			Satisfaction as measured through internal communications survey shows an increase from the previous year, however, is still some way off the target of 78%. An action plan will now be developed and report to management team to address the main issues raised by the survey in an attempt to achieve this ambitious target.
PPLI 11 (PPLI 12)	% of people satisfied or more than satisfied with visit to Council website www.halton.gov.uk	79	93	74			Satisfaction with the website remains steady at around the 70-75% level. New features during Q4 are hoped to increase satisfaction levels – these features include a ‘find my nearest’ and enhanced search facilities.

¹ As outlined in previous reports, following the scrapping of the Place Survey, a number of perception based indicators have now been deleted from the Quarterly Monitoring process. An alternative method of collection is currently being considered for the collection of a range of localised perception based indicators.

Appendix 3: Progress Against “other” performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
PPLI 12 (PPLI 13)	Satisfaction with In Touch magazine	74	90	81.6			Satisfaction is again up on last years figures but won't achieve the very ambitious target of 90% - meeting this target may also be affected by the reduction in the number of editions produced, which will drop from 12 per year to 9 per year as a result of budget savings.

Appendix 4: Financial Statement
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POLICY AND PERFORMANCE DEPARTMENT**Revenue Budget as at 31st December 2010**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Item
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	3,177	2,393	2,395	(2)	2,395
Supplies & Services	393	332	337	(5)	455
Corporate Subscriptions	128	111	111	0	120
Agency & Contracted	0	0	0	0	0
Capital Financing	0	0	0	0	0
Total Expenditure	3,698	2,836	2,843	(7)	2,970
<u>Income</u>					
Sales	-2	-1	-3	2	-3
Grants	0	0	-2	2	-2
Reimbursements & Other Grants	0	0	-3	3	-3
Fee & Charges Income	-303	-227	-148	(79)	-148
Total Income	-305	-228	-156	(72)	-156
Net Controllable Expenditure	3,393	2,608	2,687	(79)	2,814
<u>Recharges</u>					
Premises	246	185	185	0	185
Transport	40	30	30	0	30
Central Support Services	1,924	1,442	1,442	0	1,442
Support Service Income	-4,124	-3,092	-3,092	0	-3,092
Net Total Recharges	-1,914	-1,435	-1,435	0	-1,435
Net Departmental Total	1,479	1,173	1,252	(79)	1,379

Comments on the above figures:

In overall terms spending is currently above the budget at the end of the third quarter.

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

At this stage spending is likely to exceed the overall Departmental budget by year-end and therefore spending needs to continue to be closely monitored.

Appendix 4: Financial Statement
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POLICY AND PERFORMANCE DEPARTMENT**Local Strategic Partnership expenditure as at 31st December 2010**

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	£000	£000	£000
Local Strategic Partnership				
LSP Team	221	166	67	99
Community Grid	11	8	9	(1)
Unallocated Grant	625	12	12	0
Net Expenditure	857	186	88	98

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.




Appendix 5: Explanation of Symbols

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	 Indicates that performance is better as compared to the same period last year.
Amber	 Indicates that performance is the same as compared to the same period last year.
Red	 Indicates that performance is worse as compared to the same period last year.
N/A	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 3 – 1st October to 31st December 2010

1.0 Introduction

This monitoring report covers the ICT Services third quarter period up to period end 31st December 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

A number of key technical developments are nearing completion forming the new and upgraded platform for the installation of the new Microsoft Lync Telephony technologies, the introduction of new desktop operating systems, and Microsoft Office 2010 platforms, this together with further changes will allow greater levels of remote support solutions and technology upgrades.

The tenders for this new “Lync” telephony solution was completed in December 2010 forming the starting point for the distribution of the Unified Communications Solutions; with a Microsoft Gold Certified Partner; Digital IP, winning the tender.

The administrative teams continue to support the authority strengthened by positive feedback from both our clients and the teams in relation to the new flexible service structures and service levels.

3.0 Emerging Issues

The proposals for the removal of the old and inflexible analogue telephone system that the authority uses at the moment are now underway. There will be a 100 user trials of the new system which is due to be installed by the beginning of March 2011 with a ‘go live’ at the end of March 2011; this will coincide with the ICT staff moves back to the 1st floor of the municipal buildings.

This trial is expected to be undertaken over a three month period to complete any remedial changes within the solution. It is expected that by the 2nd quarter 11/12 a role out of this solution together with upgrades to desktop devices allowing for Windows 7 and Office 2010 to be released will take place with the new telephony solution role out.

Upgrades of the current email systems are also underway together with Active Directory upgrades to bring the authority up to the latest levels of Microsoft technologies in order to exploit the flexibility that this new Unified Communications Solution brings. This will lead to increased efficiencies and form the platform for other projects such as document management and the release of Share Point 2010 Services later in the year.

Members will also be given the opportunity of choosing to use a new and more flexible technology platform using the latest remote access services “Zen App” and utilising the latest Netbook desktop devices, allowing increased mobile working opportunities.

The role out of these devices will be promoted in January 2011 with completion of the project expected to be throughout February 2011.

4.0 Service Objectives / milestones

4.1 Progress against ‘key’ objectives / milestones

Total	19		18		1		0
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All projects have or are progressing within plan and are expected to realise their results on target with the exception of the Desktop Virtualisation programme due to delays in recruitment to a key support role. Additional details are provided within Appendix 1.


4.2 Progress against ‘other’ objectives / milestones

Total	2		1		0		1
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One target ICT07 will not be achieved this quarter but is likely to be completed during quarter 4 when a new contract will be agreed and implemented. Further 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 on track to achieve annual target. Details are provided within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	9		8		1		0
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A change in PC Manufacturer has resulted in some uncertainty over one of the targets. This situation has improved from last quarter as a new supplier has been secured via the Due North procurement system. 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
ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure

Milestones	Progress Q 3	Supporting Commentary
Active Directory Phase 3 March 2011		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. Initial work on Group Policy for Windows 7 begun.
End of Life PC Replacement Phase 3 March 2011		PCs continue to be replaced with those that are out of warranty. The bulk of this project is complete.
VM Ware Phase 4 March 2011		This phase of VMware involved the upgrading of 10 physical VMware servers to the latest version which supports 200 virtual servers. This project has now been completed.
Wide area network review/upgrade March 2011		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. This was completed in January 2011.
Local area network evaluation March 2011		Cisco Edge Network Switch replacement capital bid successful. On target for completion. Order for kit has been placed, awaiting delivery and installation.
Wide area wireless networking March 2011		Evaluation of options taking place in order to provide a cost effective Wireless wide area network.
Introduction of Voice Over Internet Protocol (VOIP) Services March 2011		VOIP has been installed and is being tested as a proof of concept. Funding had been agreed in Q2, a tender was issued and the contract has been awarded. 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


Appendix 1: Progress Against 'key' objectives / milestones

		concept of Agile Working across a reduced physical estate and increased operational efficiencies.
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Ref	Objective
ICT O2	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust hardware infrastructure

Milestones	Progress Q 3	Supporting Commentary
352 PC & Laptop replacements March 2011		This is on target for March 2011. This work forms part of the ICT Capital Maintenance Programme
Virtualisation of a further 40 servers March 2011		This is on target.
Desktop virtualisation programme Phase 3 March 2011		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	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust software platform

Milestones	Progress Q 3	Supporting Commentary
Corporate wide SharePoint portal Phase 2 March 2011		SharePoint is live in a pilot mode within ICT Services with further deployment opportunities being explored. Links with the Corporate Electronic Document Record Management (EDRM) Project have been established.


Appendix 1: Progress Against 'key' objectives / milestones

Phase 3 rollout Customer Service Delivery (CSD) March 2011		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.
ICT Security Strategy review March 2011		With the restructure complete and staff in place, this piece of work has now commenced.
Code of Connection compliance review March 2011		HBC has received full compliance for Code of Connection 4.1 in June 2010
Evaluate, analyse, deploy corporate and directorate process review March 2011		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 3	Supporting Commentary
Continuing improvements and enhancements to CSD system- March 2011		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- March 2011		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 March 2011		Work has commenced on two new phases of the Corporate Desktop Portal with 'I Want Admin' which went live in November 2010, and 'I

Appendix 1: Progress Against 'key' objectives / milestones

		Want HR' now in development alongside continuing development of the existing 'I Want IT' portal.
Continued development of document management and distribution services March 2011		Services requests for this have been rolled into a EDRM system as part of the Efficiency Programme. ICT Services are contributing towards the delivery of this Workstream headed up by the Divisional Manager – Revenues and Benefits.





Appendix 2: Progress Against 'other' objectives / milestones



Ref	Objective
ICT 07	<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 Q 3	Supporting Commentary
<i>Procure and implement new systems / working arrangements by September 2010</i>		New contract has now been agreed with a specialist provider. The system will initially be implemented and tested for staff relocating to the refurbished floor of Municipal Building during quarter 4 period.

Appendix 3: Progress Against 'Key' performance indicators


Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>ITCLI 1</u>	Average availability of the Council's operational servers (%).	99.43	99	99.54			High levels of availability are being maintained.
<u>ITCLI 2</u>	Average availability of the Councils WAN infrastructure (%).	99.89	99	99.99			Again high levels of availability are being maintained which allows consistent and uninterrupted delivery of services / workloads.

Service Delivery							
<u>ITCLI 6</u>	Member Support: % of calls responded to within 1 working day	100	95	99			The successful rollout of Active Directory has seen the improvement in performance promised last quarter. New devices and ways of working are also currently being trialled.

Appendix 4: Progress Against 'Other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery / Quality							
ITCL1 8	Average working days from order to completion of a new PC	9	10	12	?		Change in PC Manufacturer has resulted in this target being missed. This situation has improved from last quarter as a new supplier has been secured via the Due North procurement system

Appendix 5: Financial Statement
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ICT AND SUPPORT SERVICES**Revenue Budget as at 31st December 2010**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	5,928	4,415	4,197	218	4,620
Supplies & Services	993	768	803	(35)	1,021
Computer Repairs & Software	465	465	448	17	506
Communications Costs	191	147	177	(30)	177
Total Expenditure	7,577	5,795	5,625	170	6,324
<u>Income</u>					
Sales	-2	-2	-1	(1)	-1
Reimbursements	0	0	-17	17	-17
Internal Billing	-97	-40	-35	(5)	-35
SLA to Schools	-97	0	0	0	0
Total Income	-196	-42	-53	11	-53
Net Controllable Expenditure	7,381	5,753	5,572	181	6,271
<u>Recharges</u>					
Premises	247	185	182	3	183
Transport	60	45	42	3	42
Asset Charges	1,142	0	0	0	0
Central Support Services	1,218	913	913	0	913
Support Service Income	-9,953	-7,439	-7,439	0	-7,439
Net Total Recharges	-7,286	-6,296	-6,302	6	-6,301
Net Department Total	95	-543	-730	187	-30

Comments on the above figures

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

With regards to expenditure, employee costs are lower than budget due to vacancies and delays in filling posts earlier in the year within the Administrative Services Division. ICT Services also has some vacant posts 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.

In overall terms spending is £187,000 below the net Departmental budget to date and is expected to be similarly below budget by year-end. This will contribute towards the £0.5m underspend target which has been set for the Resources Directorate.

Appendix 5: Financial Statement
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ICT AND SUPPORT SERVICES**Capital Projects as at 31st December 2010**




Capital Expenditure	2010/11 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£000	£000	£000	£000
IT Rolling Programme	1,324	647	572	75
Net Expenditure	1,324	647	572	75

Comments on the above figures.

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




Appendix 6: Explanation of Use 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</u> whether the annual target is on course to be achieved.</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</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

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

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Resources
<u>Department:</u>	Legal & Democratic Services
<u>Period:</u>	Quarter 3 – 1 st October to 31 st December 2010

1.0 Introduction

This monitoring report covers Legal and Democratic Services third quarter period up to period end 31st December 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 5.

2.0 Key Developments

Council approved the new governance arrangements at a special meeting in December 2010.

Legislation controlling sex establishments has been adopted by Council in December 2010.

The Statement of Licensing Policy has been renewed by Council on 15th December 2010.

Statutory permissions have been granted for Mersey Gateway.

3.0 Emerging Issues

The Legal Section's annual Lexcel inspection will take place on 24th January 2011.

Preparations continue for the local elections and referendum in May 2011.

The Risk & Emergency Planning team have been ensuring business continuity during the spell of adverse weather and flu infections.

Following the approval of Mersey Gateway, work continues in support of

procurement & land acquisitions.

The Council's response to the proposed abolition of the Standards regime will be informed with appropriate advice and support - The Localism Bill, which is expected to become law in late 2011, will remove the statutory requirement to have a code of conduct and Standards Committee. Consideration is being given as to how this will work in practice.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

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

4.2 Progress against 'other' objectives / milestones

Total	2		2		0		0
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Both 'other' objectives/milestones are on target and therefore aren't being reported at this time.



5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	1		1		0		0
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The one indicator that can be reported at this time is on target and further details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	10		6		0		4
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Six of the 'other indicators' for the services 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. The time taken to conclude conveyancing transactions and child care cases are also below target, but these are often complex matters and are not within the control of legal staff. Uncertainty remains over the two Place Survey Indicators; no information is available and will not be reported in this quarter. Additional details are provided within Appendix 3.

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 'key' performance indicators


Appendix 3 Progress against 'other' performance indicators

Appendix 4 Financial Statement


Appendix 5 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
LDS O1	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



Milestones	Progress Q 3	Supporting Commentary
Secure renewal of Lexcel & ISO Accreditation January 2011		On course to be achieved by target date as work on the ISO Internal Audits continues.

Ref	Objective
LDS O2	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

Milestones	Progress Q 3	Supporting Commentary
Review Constitution May 2010		The Constitution was approved by full Council in May 2010 and reviewed as planned in October 2010.

Appendix 2: Progress Against 'key' performance indicators





Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>LDSL1 1</u>	Proportion of departmental working days lost to sickness absence (%)	4.5	4.0	TBC	N/A	N/A	No details of current progress, waiting for information from the Administration Divisional Manager.
<u>LDSL1 2</u>	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 Q3 last year it is below performance.

Appendix 3: Progress Against 'other' performance indicators




Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health

LDSLI 6	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	188	600	126			<p>Figures are being kept under review, although as always they are governed by a great extent to the subject matter under discussion.</p> <p>This figure is considerably higher in comparison to Q3 last year.</p>
LDSLI 7	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	14	175	20			<p>Figures are being kept under review, although as always they are governed by a great extent to the subject matter under discussion.</p> <p>This figure is marginally higher in comparison to Q3 last year.</p>

Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
LDSL1 11	Average time taken to complete Conveyancing Transactions	360	325	463.08			The figure has been distorted by the completion of very complex, longstanding matters. Although, if comparison is to be looked at, progress is higher than Q3 last year.
LDSL1 12	Average time taken to complete Child Care Cases (calendar days)	224	250	295		N/A	Child care cases are complex and lengthy and resultant timescales are not always within the control of the legal staff involved.

Appendix 4: Financial Statement

LEGAL & DEMOCRATIC SERVICES

Revenue Budget as at 31st December 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date	Actual Including Committed Items
	£'000	£'000	£'000	(overspend) £'000	£'000
<u>Expenditure</u>					
Employees	1,730	1,254	1,251	3	1,255
Members Expenses	773	581	576	5	579
Supplies & Services	205	161	199	(38)	213
Civic Catering & Functions	83	62	30	32	31
Legal Expenses	207	187	189	(2)	190
Total Expenditure	2,998	2,245	2,245	0	2,268
<u>Income</u>					
Land Charges	-130	-97	-98	1	-98
SLA to Schools	-23	-23	-47	24	-47
Licence Income	-309	-232	-179	(53)	-179
Other Income	-63	-38	-76	38	-76
Total Income	-525	-390	-400	10	-400
Net Controllable Expenditure	2,473	1,855	1,845	10	1,868
<u>Recharges</u>					
Premises	593	400	397	3	397
Transport	41	31	29	2	30
Asset Charges	6	0	0	0	0
Central Support Services	1,751	1,238	1,238	0	1,238
Support Service Income	-1,458	-1,093	-1,093	0	-1,093
Net Total Recharges	933	576	571	5	572
Net Department Total	3,406	2,431	2,416	15	2,440

Comments on the above figures:

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

With regards expenditure, supplies & services costs are currently over budget, which in the main relates to the cost of purchasing Legal books and publications. It is anticipated that this trend will continue to the year-end. This additional expenditure has also been taken account of in preparing the 11/12 budgets.

With regards to Other 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 the take up a new Health & Safety provision being offered to Schools. This again has been reflected in the 2011/12 budget setting process.




Appendix 4: Financial Statement

Licensing income is currently below budget however further income from Premises licenses is anticipated throughout January and February so it is envisaged that income will be in line with budget at year-end. This situation will be monitored closely throughout quarter four.

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




Appendix 5: Explanation of use of Symbols

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</u> whether the annual target is on course to be achieved.</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</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

Green		<i>Indicates that performance is better as compared to the same period last year.</i>
Amber		<i>Indicates that performance is the same as compared to the same period last year.</i>
Red		<i>Indicates that performance is worse 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

<u>Directorate:</u>	Resources
<u>Department:</u>	Organisational Development & Human Resources
<u>Period:</u>	Quarter 3 - 01 st Oct – 31st December 2010

1.0 Introduction

This monitoring report covers the Human Resources Division third quarter period up to 31st December 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 3.

2.0 Key Developments

The Human Resources & Learning & Development Centre of Excellence continues to establish itself and is undertaking an integral role in supporting the Council through a difficult period in terms of organisational restructuring and associated H.R. processes including consultations with trade unions, and the continuing implementation of the Efficiency programme.

Consultations have taken place with trade unions and employees to agree the move to new senior management structures in particular the change to three Directorates. Further work will be required as and when the full structural implications of budgets proposals becomes clear.

A comprehensive range of training courses to support employees at risk of redundancy or going through change management processes is available and additional courses have been added to the package for employees and managers

In addition, the Learning and Development Team have added a new course to the series of ILM courses currently on offer, an ILM Level Two, Team Leader Award.

A recent inspection by the ILM External Verifier produced very favourable feedback particularly relating to the standards and quality of student assignments. This has enabled the Team to retain their ILM accreditation.

Preparations are also being made to hold a series of roadshows to further promote and encourage the take up of e-learning modules that are presently available.

With a growing number of employees likely to be affected by the ongoing need to reduce organisational operating costs additional support has been allocated through the provision of further roadshows providing assistance and advice to all staff who may be affected by such changes.

In addition, the Team is currently actively involved in the Wave Two efficiency work streams through a review of services to schools and through the Transactional and Non-Transactional processes review, which is exploring manager and employee self serve options through an "I Want H.R." portal. In preparation for this, the inputting of mileage claims has now come into the Technical Services Team as we move towards developing this self serve module of the portal.

A revised Staffing Protocol has been agreed with the trade unions to incorporate a Redundancy Selection Process and training for managers and elected members is currently being developed.

3.0 Emerging Issues

Work will continue with managers and trade unions as we begin to transition to new structures and deal with any potential job losses as the proposed budget cuts and other efficiency savings are agreed.

Changes to structures, particularly the move to three Directorates, will mean considerable work to reflect such changes in the post structures on Trent and to maintain an up-to-date post establishment for the Council.

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

A number of schools have expressed an interest in becoming Academies and therefore work is commencing in preparation for large scale voluntary transfers and other TUPE related issues.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	7		5		0		2
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In light of the impending organisational restructure taking effect from April there has been a need to re-programme work relating to electronic management systems and financial structural databases. All other objectives for the service are progressing as planned and additional details are provided in 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		3		3		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 3 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

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




Milestones	Progress Q 3	Supporting Commentary
Develop and implement electronic management systems of approval and establishment revision by Dec 2010		Work concerning process requirements is now complete but there is a need for some reconfiguration in light of revised organisational structures and integration with Wave 2 transactional review of HR processes and the use of a web based portal. It is likely that both milestones will be achieved by year-end.
Implement revised arrangements for ensuring consistency and continuity in financial / structural databases and information systems by Feb 2011 .		

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







Milestones	Progress Q 3	Supporting Commentary
Implement further modules of manager / employee self-serve		The addition of training records is presently being trialled within Open Spaces. However due to findings of transactional Wave 2 workstreams an alternative method of employee self-serve is being developed through the I Want IT portal
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
HROD O3	Enhance existing training and development calendar through the expansion of e-learning opportunities.

Milestones	Progress Q3	Supporting Commentary
Establish ICT infrastructure requirements October 2010		E-Learning now in place for employees with existing internet access and additional equipment being acquired to extend provision across the wider workforce.
Deliver pilot project within Adults and Community Directorate by Dec 2010		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 March 2011		Preparations are currently underway to deliver a series of road shows to further develop awareness and uptake of e-learning opportunities.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
<u>ODHR LI 1</u>	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5	8.28			Although absence levels are slightly higher than the same period last year (7.55) it is anticipated that annual target will be achieved.
<u>ODHR LI 2a</u>	Total FTE Establishment	4431	N/A	4232	N/A	N/A	As would be anticipated the numbers of total staff FTE and head count continue to decrease as do the number of advertised vacancies. The number of leavers during the period is also lower than that at Quarter 2.
<u>ODHR LI 2b</u>	Total Staff (head count)	N/A	N/A	5533	N/A	N/A	
<u>ODHR LI 3</u>	Current advertised vacancies	N/A	N/A	31	N/A	N/A	
<u>ODHR LI 4</u>	Current Leavers (head count)	N/A	N/A	96	N/A	N/A	
Fair Access							
<u>ODHR LI 5</u>	The percentage of top 5% of earners that are						
	a) women	46.81	45.00	50.71			Situation has remained static between quarters two and three and annual target is likely to be achieved / exceeded.
	b) From BME communities.	0.86	2.00	2.24			Current position would suggest annual target is likely to be achieved although the nature of the measure and the local demographics means that it is very sensitive to very small changes in absolute numbers.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
Fair Access cont'd							
<u>ODHR LI 5 cont'd</u>	The percentage of top 5% of earners c) With a disability	2.01	3.30	1.46%			Based upon current staff numbers it is uncertain whether annual target will be achieved.
<u>ODHR LI 6</u>	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.
<u>ODHR LI 7</u>	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.
<u>ODP LI 8</u>	% Of economically active disabled people in LA area.	13.6	N/A	13.5	N/A	N/A	These measures provide context to the two measures above concerning organisational employment levels.
<u>ODP LI 9</u>	Economically active BME population in LA area.	1.0	N/A	1.0	N/A	N/A	

Appendix 3: Financial Statement
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HUMAN RESOURCES DIVISION**Revenue Budget as at 31st December 2010**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date	Actual Including Committed Item
	£'000	£'000	£'000	(overspend) £'000	£'000
<u>Expenditure</u>					
Employees	2,158	1,625	1,634	(9)	1,641
Employee Training	580	179	171	8	243
Supplies & Services	63	48	66	(18)	77
	2,801	1,852	1,871	(19)	1,961
Total Expenditure					
Income					
Fees and Charges	-23	-17	-19	2	-19
Government Grants	0	0	-13	13	-13
Other Grants & Reimbursements	0	0	-16	16	-16
SLA to Schools	-209	-209	-289	80	-289
Capital Financing	-50	0	0	0	0
Total Income	-282	-226	-337	111	-337
Net Controllable Expenditure	2,519	1,626	1,534	92	1,624
<u>Recharges</u>					
Premises	532	399	399	0	399
Transport	22	16	16	0	16
Central Support Services	582	436	436	0	436
Support Service Income	-3,611	-2,707	-2,707	0	-2,707
Net Total Recharges	-2,475	-1,856	-1,856	0	-1,856
Net Department Total	44	-230	-322	92	-232

Comments on the above figures:

In overall terms, spending is below the budget at the end of the third quarter. Regarding expenditure, employee costs are slightly over budget at the end of the period which is due to the additional work being carried in relation to job evaluation.




In terms of income, a recent review of Service Level Agreements with Schools has been carried out which has resulted in the generation of additional 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.

Appendix 3: Financial Statement

In overall terms spending is £92,000 below the net Divisional budget to date and is expected to be similarly below budget by year-end. This will contribute towards the £0.5m underspend target which has been set for the Resource Directorate.




Appendix 4: Explanation of Symbols

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

Departmental Quarterly Monitoring Report

Directorate: Environment & Economy

Department: Property Services

Period: Quarter 3 - 1st October – 31st December 2010

1.0 Introduction

This quarterly monitoring report covers Property Services third quarter period up to 31st December 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

Management team approved the proposed restructure of Property Services put forward in a report presented by the Operational Director Employment, Economic Regeneration and Business Development. Following approval an HR process was undertaken in order to appoint people into the new posts, this being completed by December 31st, the new structure will formally be adopted from April 1st 2011

The Cleaning Services Section underwent a review by external specialist consultants in order to help determine the most efficient way of moving forward with the service in the future, the report was received prior to Christmas, the intention being that the OD will present a report to Management Team in due course with the proposed course of action.

3.0 Emerging Issues

Education have now been informed that the level of funding available in 2011/12 for maintenance and basic need works within schools will be circa £3.5m. In 2010/11 this was circa £500k, so there has been a significant increase for the next financial year. In addition much of the money for basic need was previously passported direct to the schools.

This will have a significant impact on the workload of the Capital works section of the Operations Division and we are currently liaising with Education with regards planning some of this workload.

Discussions are currently ongoing with the Mersey Gateway team with regards the acquisitions process for all the properties needing to be acquired. This will have a significant impact on the department particularly over the next 12 to 18 months.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	4		3		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 indicator.

4.2 Progress against 'other' objectives / milestones

Total	0		0		0		0
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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		0		3		0
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The three indicators with amber flags are with regards to occupancy levels within our industrial units and Markets. 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, and the fact that Runcorn Market is closing. The slow recovery hasn't lead to new companies taking on any space as yet.

Two of the remaining indicators are in relation to the reduction of CO₂ emissions both within the local authority area and within our estate these can only be measured on an annual basis as such n/a has been indicated. This other indicator is in relation to air quality and again is only measured on an annual basis as such n/a has been inserted.

5.2 Progress Against 'other' performance indicators

Total	9		7		2		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, 8 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 3 Progress	Supporting Commentary
£3.2Million March 2011		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 3 Progress	Supporting Commentary
1st Floor Municipal to commence in spring 2010 and complete in early 2011		Works have commenced and are on programme, approval has now been obtained to proceed with the ground floor work. Completion of 1 st floor late March, with final completion of ground floor by Early June 2011.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PS O3	Fulfil requirements of Asbestos Audits and Management Regulations.




Milestones	Q 3 Progress	Supporting Commentary
Confirm 100% compliance March 2011		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 3 Progress	Supporting Commentary
Complete review & update of surveys March 2011		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 3	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>PYSLI 3</u>	Occupancy of Industrial Units	77	90	81	?		Occupancy rates improving but still impacted by recession.
<u>PYSLI 5</u>	Occupancy of Market (Widnes) %	78	86	76	?		The occupancy figure is an average figure for the main market hall, outdoor market and flee market. Whilst the figure is up slightly from the 2nd quarter, it's slightly down on the 3 rd quarter figures for 2009/10
<u>PYSLI 7</u>	Occupancy of Market (Runcorn) %	61	65	57	?		Whilst the occupancy rates are below target as they are being impacted by the recession and the fact that the market is closing on 31 st Jan, they are up on last year
<u>NI 185</u>	CO ₂ Reduction from LA operations	4.5% reduction	4% reduction	-	N/A	N/A	Figures only available on annual basis. 4.5% reduction achieved in 2009/10 against 2008/09 figures.
<u>NI 186</u>	Per capita reduction in CO ₂ emissions in the local authority area	N/A	11.1% reduction	-	N/A	N/A	Figures not yet available from Defra.


Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
<u>NI 194</u>	Air quality - % reduction in NO _x and primary pm10 emissions through local authority estate and operations	4.1% reduction	-	-	N/A	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 3	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency




PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) (Industrial units)	87	95	94	?		Figure slightly below target.
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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	82	?		11 projects have been completed however only 9 were completed within the time frame one of the others was delayed due to the contractor going into liquidation.
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Appendix 4: Explanation of Symbols

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</u> whether the annual target is on course to be achieved.</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</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

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

Progress Update Report – Halton Direct Link

Period: Q3 - 1st October 2010 to 31st December 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

The Council's Efficiency Review of Halton Direct Link and Revenue & Benefits is now almost completed. A new structure has been approved by the Efficiency Board which combines Customer Services Division with Revenues and Benefits Division. The new division will be part of Financial Services Department. The structure is currently out for consultation.

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.

"In October 2010 Halton Direct Link began a program of Customer Exit Surveys to establish customer satisfaction with the Councils One Stop Shops and Call Centre facilities. As well as establishing customer satisfaction, survey responses will be used to identify areas for service improvement, by ascertaining the views of customers and analysing experiences and interactions with our services. An electronic survey has also been developed for those customers who choose to contact the Council through e-mail or the halton.gov.uk website.

Although initial response rates have been lower than anticipated, the feedback from customers has been very positive with 100% of customers rating the services offered by our One Stop Shops and the Call Centre as "Good" or "Very Good". With regards to waiting times, One Stop Shop customers had a 97% satisfaction rating and 87% of customers were satisfied with the waiting time for the Call Centre. 99% of all customers felt that they were treated fairly and with respect; 99% found staff to be polite, patient and professional; and 100% of those surveyed felt that staff listened to and understood their needs".

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

Progress Q 3

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)

Refer comment

Supporting Commentary

A new structure has been approved by the Efficiency Board which combines Customer Services Division with Revenues and Benefits Division. The new division will be part of Financial Services Department. The structure is currently out for consultation. The consultation period will end on January 4th 2011 after which a final structure will be published and an implementation team will be formed to produce an implementation plan. A separate review of the Contact Centre will commence in the New Year. The first meeting of the Efficiency Group took place in December 2010 with a savings target of £110,000.

Milestone

Following the work stream efficiency assessment of Halton Direct Link, develop alternative options for delivery of the service (if any) **April 2010** (AOF 33)

Supporting Commentary

A new structure has been agreed which sees Benefit Officers embedded within the One Stop Shops. The Customer Services Division will be combined with the Revenues and Benefits Divisions. The structure is currently out to consultation. Once complete an implementation team will be formed.

A separate review of the Contact Centre commenced in December 2010

Milestone

Following implementation, undertake an evaluation of the service to ensure that it is meeting the requirements of the people of Halton **March 2011** (AOF 33)

Supporting Commentary

Subject to the progress being made in the above milestone

Performance Indicators




Ref	Description	09 -10 Actual	10 – 11 Target	Q3	Progress
NI 14	Avoidable Contact: The average number of customer contacts per received customer request	18.97 %	18 %	Refer to comment	

Supporting Commentary

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:

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>
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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</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

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

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Adult and Community Directorate
<u>Department:</u>	Catering and Stadium Services
<u>Period:</u>	1 st October 2010 – 31 st December 2010

1.0 Introduction

This quarterly monitoring report covers the Catering and Stadium Services third quarter period up to 31st December 2010. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which the Red, Amber and Green, (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

With Widnes Vikings, St Helens, Everton Reserves, Everton Ladies and a number of Representative games being played this year the pitch will come under tremendous pressure.



Fixtures-2011Dec20
10.xls

We have asked Mallisons (Pitch consultants) to look at the fixture list and recommend a programme of pitch renovation during the season as windows of opportunity present themselves.

Everton Reserves/Everton Ladies

Everton Ladies have successfully progressed to the quarter final stage of the Ladies Champions League; they will now play opposition from Germany in the last 8. The match will be played on Thursday 17th March and will be screened live on ESPN.

St Helens RLFC

A formal licence to play drawn up with input from the Council's Legal and Property services Departments has now been signed by both parties.

It has been confirmed 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.

A range of initiatives have been drafted with input from St Helens marketing team that will see the Stadium promoted to both St Helens and other visiting fans during the season.

Widnes Vikings

The Super League application for 2012 – 15 has now been formally submitted, a decision will be made on 30th March 2011.

Super League inspectors will be visiting the Stadium on Thursday 10th February to inspect the facilities, the result of which will be a crucial element of the final judgement.

English Schools FA

The Stadium hosted an English Schools Football match between the North of England and the Midlands. 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.

Rugby League University Games

This event had, up until last year been held here, a decision was made last year to try an alternative venue, it is very reassuring to see that they have decided to return to Halton for this year. The event will see 8 teams from all over the UK compete over the week-end of 25th March, and will see some 200+ rooms booked for 2 nights in our local Hotels.

Non pitch activities

Christmas Events

The Christmas Party events were very well attended and the gross take during December 2010 exceeded £120K, this is significantly up on previous years, planning has already started for Christmas 2011.

The range of events held included:-

- Senior Citizens Christmas Lunches (over 750 people attended)
- Buffet style Party Nights
- Carvery Dinner Dances
- Themed Party Nights (in the Marquee Suite, over 550 people over the 2 nights)

New Gantry

The new TV gantry will be complete by mid-February 2011, it is essential that it is in operation for the first St Helens game in late February 2011 which will be a sell out against Warrington and is to be screened live on Sky.

The advantage is that no temporary scaffolding will need to be erected for televised games, which usually results in a significant reduction in seats and can cause concern to building control and the safety team.

Municipal Buildings

The brand new “Starbucks” style Coffee Shop on the ground floor of the newly refurbished Municipal Buildings is likely to be operational from mid February 2011; 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.

STADIUM FITNESS

Gym Membership

Our present Full Membership has increased to around 780, a number of initiatives are planned that will hopefully see this number increase still further; and our Casual Membership remains at 2500.

Our full membership fee is still only £25.00 per month and £20.00 per month to HBC staff and family members.

School Meals

Uptake of Paid School Meals

Halton has one of the highest parental charges for School Meals, it is very difficult to increase the actual number of children staying for a school lunch in the present economic climate, however it is very pleasing to report that during the period Oct – Dec 2010 compared to the same period in 2009 the primary meal paid uptake has increased by 3%. In addition, the high school paid uptake has also increased by just over 2%. The total numbers of meals served per day has increased by over 400.

Best Menu in the Public Sector

Halton Schools Catering team were awarded the Best Menu in the Public Sector category at 6th Annual Blakemore Food Service Catering Awards 2010.

The school meals service were commended on their provision of high quality menus that not only give a balance of nutrients but also include children’s favourite foods that they actually eat and enjoy whilst are still fully complying with the government nutritional standards.

The menu served in Primary schools in Halton is constantly reviewed and researched by all their customers-pupils, parents and teachers to make sure that the children are enjoying all their favourite nutritious meals.

Halton School Catering service has already achieved Hospitality Assured, which is a prestigious internationally recognised standard for delivering service and business excellence in the Hospitality Industry, and one of only twelve councils in the UK to gain this accreditation.

Training

Following the award winning training programme in place we have a number of catering assistants studying part time (in their own time) NVQ level 2 in Food Production. Previously any of our staff used the Train to Gain course to gain this qualification but since September 2010 the funding for this training stopped.

We have, however, just managed to arrange with Accrington College for a further 11 of our catering staff to use their Train to Gain budget as they have some funding left. Many of our staff prefer this method of learning as it includes “on the job training” and they attend college for a shorter time.

Systems and Processes for school meals reports

- The systems and processes are currently being reviewed to improve efficiency.
- The present processes are still paper dominated.
- School kitchens do not have computers.
- Electronic methods of reporting needs to be considered as soon as funding allows which would deliver improved efficiency of the service.

3.0 Emerging Issues

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.

4.0 Service Objectives / milestones

4.1 Progress against ‘key’ objectives / milestones

Total	6		5		0		1
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The majority of objectives / milestones for the service are currently progressing as planned with one exception relating to the operation of the new Halton website, however, it is planned to have it operational during quarter 4. Additional details are provided within 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 climate. 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		6		0		0
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All 'key' performance indicators are presently on track to achieve annual target as planned, additional details are provided within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	9		8		0		1
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All 'other' performance indicators are presently on track to achieve annual target as planned with the exception of SH6b which relates to food costs per secondary school, further 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 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 3	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). Oct 2010. (AOF2)		Management Team meet each week to discuss areas of concern and regularly review the targets in the Business Plan, these targets are presently being re-drawn in the light of the increased activity expected due to St Helens playing here.
Develop new, user friendly, interactive, Stadium website, Dec 2010 (AOF7)		Although a number of meetings have taken place with representatives from the Communications and Marketing Team, the anticipated new Web Site is not yet operational; however, we have been assured that it is possible it will be by the end of February 2011.

Ref	Objective
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution

Milestones	Progress Q 3	Supporting Commentary
Review and identify areas for improvement in line with the Business Plan and Marketing Plan. Oct 2010.		Management Team meet each week to discuss areas of concern and regularly review the targets in the Business Plan, these targets are presently being re-drawn in the light of the increased activity expected due to St Helens playing here.
Host a wedding fayre in Oct 2010 and Feb 2011 and a business fayre in Jul 2010.		The Stadium hosted another successful Wedding Fayre on Monday 4 th 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.





Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating




Milestones	Progress Q 3	Supporting Commentary
Develop a strategy and action plan to increase the uptake of free school meals. July 2010.		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 significant increase in paid meals has resulted in the past 3 months.
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. Mar 2011.		Ongoing, a number of Catering Supervisor meetings have taken place where school performance has been discussed, those schools performing well are being asked to share "good practice" with their neighbouring schools.

Appendix 2: Progress Against 'other' 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 3	Supporting Commentary
<i>Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2010. (AOF2)</i>		Complete, further visits are planned for 2011, a range of offers have been made to students regarding the facilities at the Stadium.
<i>Measure customer satisfaction with Stadium Community Services. Jan 2011 (AOF2)</i>		Ongoing, discussions have taken place with the Communications team as to which is the best route to follow up this initiative.
<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. Quarterly. (AOF6 & 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 and as such it will be extended further.
<i>Formulate proposals for events linked to the Football World Cup bid 2018/22 and the Rugby World Cup 2013. Mar 2011. (AOF2 & 7)</i>		<p>Sadly the England bid for 2018/22 failed, however the Rugby World Cup in 2013 is very much a going concern, Halton has been asked, along with a number of other Local Authorities to express an interest in being a host town/City for the event.</p> <p>Documentation is presently being prepared that has to be submitted by the end of February.</p> <p>A number of formal events to explore opportunities are being planned and both the Stadium Manager and Executive Director for Adult & Community are to attend.</p>

Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective	
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution	
Milestones	Progress Q 3	Supporting Commentary
<i>Implement Social Club action plan designed to improve profitability, April 2010</i>		Since the introduction of this Action Plan and Stadium restructure the Social Club (newly re-named Sports Bar) has seen a dramatic increase in user numbers and turn over, it now has regular events each evening that are attracting new custom and the St Helens situation will only help improve performance further.
<i>Continue to develop promotional strategy to attract a minimum of 6 large corporate events annually to the Stadium (new Marquee Suite) Mar 2011.</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) June 2010</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	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 3	Supporting Commentary
<i>Deliver a promotion and educational campaign Sep 2010 and Jan 2011.</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. Encouragingly uptake of paid meals has increased recently.
<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 Sep 2010.</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, Sep 2010.</i>		The PCT face a number of funding challenges and 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 3	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency







SH 1	No. Of meals served versus hourly input of labour (Previously SH LI5)	8.52	8.75	8.92			This target is now on line to be achieved, as reported in the last QPMR the period Sept – Dec is one of our most productivity periods, the increased productivity in this period has resulted in the increase in the cumulative figures and the target will be achieved.
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Service Delivery

SH 7	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools fully compliant.
SH 8a	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	73.73	78	79.45			The increase in uptake during the last quarter has helped raise the cumulative figure to within reach of the target. With a further increase in uptake anticipated in quarter 4 the annual target will be met.





Appendix 3: Progress Against 'key' performance indicators



Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery cont'd							
SH 8b	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	66.91	67.5	77.41			We have recorded our biggest ever take up in secondary schools of free school meals and due to the excellent performance in quarter 3 the annual target has been significantly exceeded.
NI 52a	Take up of school lunches (%) – primary schools	46.38	48	47.54			Although the cumulative figure to date is slightly below the annual target the significant increase in uptake during quarter 3 has helped reduce the gap, the annual figure will be achieved by the end of quarter 4.
NI 52b	Take up of school lunches (%) – secondary schools	48.75	49	48.99			Although the cumulative figure to date is slightly below the annual target the significant increase in uptake during quarter 3 has helped reduce the gap, the annual figure will be achieved by the end of quarter 4.

Appendix 4: Progress Against 'other' performance indicators





Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency							
SH 2	Turnover of the Stadium (£m's) (Previously SH LI16)	2.00	2.10	1.37			On target, the increased activity associated with St Helens playing at the Stadium will ensure this figure is comfortably met.
SH 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	10.46	10.70	7.85			On target, the increased activity associated with St Helens playing at the Stadium will ensure this figure is comfortably met.

Fair Access							
SH 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	19	22	26			The number of community user groups has continued to increase, the Stadium is now seen as a hub for local community activities.

Quality							
SH 5	Number of catering staff achieving a formal qualification (previously SH LI3)	12	10	23			The award winning training programme within the catering sector continues to deliver; over 353 catering staff now have a formal NVQ.

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 3	Current Progress	Direction of Travel	Supporting Commentary
SH 6a	Food cost per primary school meal (pence) (Previously SH LI22a)	69	72	70			There has been a reduction in food cost since the last QPMR, this is due mainly to better food purchasing and the introduction of tighter stock controls.
SH 6b	Food cost per secondary school meal (pence) (Previously SH LI22b)	90.45	92	96			Although the performance is above target, there has been a 2p per meal reduction since the last report.

Service Delivery							
SH 9	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	670	680	489			This figure will be significantly exceeded by year end. The figure is slightly down in comparison to this quarter last year.
SH 10	Uptake of the Halton Leisure card scheme (Previously SH LI11)	270	300	256			The increased classes and diversity of offer have seen a marked increase in the registration of people eligible for a Halton Leisure Card. The figure is slightly down in comparison to this quarter last year.
SH 11	Average number of healthy food initiatives per school (Previously SH LI18)	8	7	8			Exceeding target.

Appendix 6 Explanation of Symbols

ADULTS & COMMUNITY – STADIUM & CATERING SERVICES DEPARTMENT

Revenue Budget as at 31 December 2010

	Annual Budget	Budget To Date	Actual to Date	Variance To Date	Actual Incl. Committed Items
	£000	£000	£000	£000	£000
<u>Expenditure</u>					
Employees	3,852	2,141	2,212	(71)	2,215
Other Premises	312	211	203	8	390
Food Provisions	605	423	365	58	483
Bar Provisions	284	213	191	22	197
Supplies & Services	2,275	1,464	1,375	89	1,405
Transport	173	92	84	8	84
Other Agency Costs	1	1	1	0	1
Total Expenditure	7,502	4,545	4,431	114	4,775
<u>Income</u>					
Sales Income	-3,577	-2,024	-1,896	(128)	-1,895
Fees & Charges Income	-620	-465	-441	(24)	-440
Rents Income	-50	-23	-22	(1)	-22
Government Grant Income	-200	0	0	0	0
Reimbursements & Other Grant Income	-17	-8	-8	0	-8
Internal Fees Income	-2,137	-1,523	-1,546	23	-1,547
Total Income	-6,601	-4,043	-3,913	(130)	-3,912
Net Controllable Expenditure	901	502	518	(16)	863
- <u>Recharges</u>					
Premises Support	48	0	0	0	0
Departmental Support Services	18	0	0	0	0
Central Support Services	770	15	15	0	16
Asset Charges	660	0	0	0	0
HBC Support Costs Income	-123	0	0	0	0
Net Total Recharges	1,373	15	15	0	16
Net Department Total	2,274	517	533	(16)	879

Appendix 6 Explanation of Symbols**Comments on the above figures:**

The Stadium and Catering net controllable expenditure is slightly over budget by £ 16,000 to date mainly due to lower incomes received from functions booked without associated food, casual staff usage to cover sickness and lower than expected usage of facilities. Steps have been taken to address the casual staff situation which has improved in quarter 3. Lower food orders needed for functions have offset some underachieving incomes. It is hoped that rugby matches arranged in the coming months will be well attended and that incomes can be achieved to address the current position.

Employee expenditure is over budget to date due to a high proportion of staffing used mainly at Stadium Fitness, where sickness absence has been covered by use of casual staff. There has also been a large usage of casual staff on Stadium Catering and Matchdays though attempts have been made to reduce reliance on casual staff during the year. For School Meals, part of the JE backpay was paid in December.

Other Premises expenditure is lower due to some utility bills being lower than expected at budget setting time.

Food Provisions/Bar Provisions expenditure for the Stadium and civic catering is currently showing a lower proportion of spend than expected. The trend of rooms being booked without associated orders for food has continued throughout quarter 3. Christmas events have not been as popular as normal which is reflected in lower costs and incomes.

Supplies & Services expenditure is lower than budget mainly due to lower requirement for school kitchen equipment repairs and reduced advertising in an attempt to make savings. Security and other match hosting costs have also been lower due to less sports events so far however more events are expected in quarter 4. School meals supplies are lower than expected but expect to pick up in quarter 4 due to a trend in more meals taken in this period due to adverse weather.

Income from sales in particular vending machine, snacks, external catering and particularly bars are all lower than expected. The trend of booking rooms and events without food orders has continued in quarter 3 and Christmas events were not as popular as previously expected.




Income received from Fees and Charges has been affected by bookings for sports facilities, table tennis, creche fees and some letting fees which are lower than expected.

Internal Fees Income has benefitted from a high proportion for room hire and associated income received in the early part of the year.

Given the shortfalls in income all expenditure budgets will continue to be closely monitoring and controlled in order to ensure spending remains within the overall Departmental budget by year-end and guarantee the £ 0.5m savings are met by the Adults & Community Directorate.




Appendix 6 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</u> whether the annual target is on course to be achieved.</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</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

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