



**Corporate Policy and Performance Board**

**Tuesday, 24 May 2011 6.30 p.m.  
Civic Suite, Town Hall, Runcorn**

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

**Chief Executive**

**BOARD MEMBERSHIP**

<b>Councillor Alan Lowe (Chairman)</b>	<b>Labour</b>
<b>Councillor Joe Roberts (Vice-Chairman)</b>	<b>Labour</b>
<b>Councillor Peter Browne</b>	<b>Conservative</b>
<b>Councillor Mark Dennett</b>	<b>Labour</b>
<b>Councillor Robert Gilligan</b>	<b>Labour</b>
<b>Councillor Ged Philbin</b>	<b>Labour</b>
<b>Councillor Kevan Wainwright</b>	<b>Labour</b>
<b>Councillor Linda Redhead</b>	<b>Liberal Democrat</b>
<b>Councillor Chris Loftus</b>	<b>Labour</b>
<b>Councillor Angela McInerney</b>	<b>Labour</b>
<b>Councillor Norman Plumpton Walsh</b>	<b>Labour</b>

*Please contact Ann Jones on 0151 906 3795 Ext. 1179 or e-mail [ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk) for further information.  
The next meeting of the Board is on Tuesday, 6 September 2011*

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

**Part I**

<b>Item No.</b>	<b>Page No.</b>
<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
<b>3. PUBLIC QUESTION TIME</b>	<b>1 - 3</b>
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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 Policy & Performance Board

**DATE:** 24 May 2011

**REPORTING OFFICER:** Strategic Director, Policy & 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 Policy and Performance Board  
**DATE:** 24 May 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**

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**EXECUTIVE BOARD MEETING HELD ON 10 FEBRUARY 2011**

<b>94</b>	<b>DRAFT BUDGET 2011-12</b>
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The Board considered a report of the Operational Director, Finance, which outlined a recommendation to Council in respect of the Budget, Capital Programme and Council Tax for 2011/12.

It was noted that, at the time of writing the report, the Government had not announced the final Local Government Settlement, nor had Cheshire Police and Fire Authorities set their budgets and Council Tax precepts. However final figures would be reported to Council when the information was available.

In June 2010, the Chief Executive had asked all staff for their suggestions to save money. In addition, in September 2010, a survey was undertaken on the Council's budget with the Halton 2000 Citizen's Panel and the Area Forums on their suggestions for savings; the results had been considered in developing the budget.

The Comprehensive Spending Review on 20 October 2010 announced that public spending would be cut back significantly, with local government spending reduced by 28% over four years, with the largest cuts taking place in 2011/12. It was also announced that ring fencing of grants would be limited in future and that the number of grants would reduce from about 100 to 10. A number of grants would be rolled up into Formula Grant, further increasing the grant loss to deprived areas such as Halton. Working Neighbourhoods Fund would be abolished.

The Board was advised that the Medium Term Financial Strategy, approved on 20<sup>th</sup> November 2010, had identified a funding gap of around £20m in 2011/12, £16m in 2012/12 and £12m in 2013/14. The Strategy had the following objectives:

- Deliver a balanced and sustainable budget;
- Direct spending towards the five priority areas;
- Avoid excessive Council Tax rises;
- Achieve significant cashable efficiency savings; and
- Protect front line services as far as possible.



The Board had considered the level of growth and savings at its Away Day on 6<sup>th</sup> January 2011, including the impact on the Council's priorities and service users. Appendix B contained a list of the proposed savings. Details of the outcome of consultation with the Area Forums were circulated at the meeting.

The Departmental analysis of the budget was shown in Appendix C and the major reasons for change from the current budget were outlined for Members' information in Appendix D. It was noted that the proposed budget total was £110,501m.

The Board were advised that the budget incorporated the grant figures announced in the Provisional Settlement, and included £1.086m in relation to the Council Tax Freeze Grant, which would be payable for four years. In addition, it included £300,000 for a new grant, the New Homes Bonus Grant, payable to local authorities based on the net increase in new homes in the area.

Further information was provided in respect of the Local Government Finance Settlement, Halton's Council Tax, Parish Precepts, the Capital Programme, the Prudential Code and school budgets.

RESOLVED: That the Council be recommended to adopt the resolution set out in Appendix A of the report, which included setting the budget at £110.501m and the Band D Council Tax for Halton (before Parish, Police and Fire Precepts) of £1,137.91.

95	<b>TREASURY MANAGEMENT STRATEGY STATEMENT 2011-12</b>
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The Board considered a report of the Operational Director, Finance proposing the Treasury Management Strategy Statement for 2011/12.

The Treasury Management Strategy Statement (TMSS) was attached to the report and detailed the expected activities of the Treasury function in the forthcoming financial year (2011/12).

The Local Government Act 2003 required the Council to "have regard to" the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans were affordable, prudent and sustainable. The Act therefore required the Council to set out its Treasury Strategy for borrowing as well as an Annual Investment Strategy, which set out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments. However, Government guidance now

stated that Authorities could combine the statement and the strategy into one report, and the Council had adopted this approach.

Members noted that the production of a Minimum Revenue Provision Policy Statement was required and a formal statement for approval was contained within the report.

RESOLVED: That Council be recommended to adopt the policies, strategies, statement, approved list of counterparties, counterparty limits and indicators outlined in the report.

### **EXECUTIVE BOARD MEETING HELD ON 3 MARCH 2011**

<b>99</b>	<b>INTRODUCTION OF A VEXATIOUS COMPANY POLICY</b>
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The Board received a report of the Strategic Director, Resources on the introduction of a Vexatious Complaints Policy as a revision to the Council's three complaints procedures.

The Board was reminded that the Council had three separate complaints procedures in place - Corporate complaints, Children and Young People complaints, and Adult Social Care complaints. Whilst only the latter two procedures were statutory, the Corporate complaints procedure was introduced to conform to the principles of the Citizens' Charter, which sought to enable the public to seek redress when public services failed to provide a satisfactory standard of service.

Adoption of a Council wide policy would ensure that all Council complaints procedures remained fit for purpose and conformed to best practice. The draft Policy, attached at Appendix 1, had previously been considered by the Corporate Policy and Performance Board at its meeting on 2 November 2010 with a recommendation that it be considered and approved by Executive Board.

RESOLVED: That the draft Vexatious Complaints Policy be approved as a revision to the Council's complaints procedures.

<b>100</b>	<b>CORPORATE CHARGING POLICY FRAMEWORK</b>
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The Board received a report of the Strategic Director, Resources on the Corporate Charging Policy Framework (the Framework).

The Board was advised that the Framework set out the principles for charging, recovering costs and generating income

across the Council. It set out the powers available to the Council with regard to charging for discretionary services, along with the application of subsidies, concessions and exemptions. It also provided the statutory background relating to trading powers. The Framework provided guidance on establishing and recovering the full costs of service delivery.

The Framework, as a policy for the future, contained the basis for the Efficiency Programme Review of Income & Charging workstream to progress, and would provide a structured approach for the Council to implement such options as generating income and charging for services it currently did not charge for.

RESOLVED: That the Corporate Charging Policy Framework be approved.

#### **EXECUTIVE BOARD MEETING HELD ON 31 MARCH 2011**

<b>118</b>	<b>CALENDAR OF MEETINGS</b>
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The Board received a report of the Strategic Director, Resources which set out the proposed Calendar of Meetings for the 2011/12 Municipal Year appended to the report for information.

RESOLVED: That the Council be recommended to approve the Calendar of Meetings for the 2011/2012 Municipal Year as appended to the report.

<b>119</b>	<b>REVIEW OF COUNCIL CONSTITUTION 2011-12</b>
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The Board received a report of the Strategic Director, Resources which sought the approval of the Council to a number of changes to the Constitution.

Members had received a revised version of the Constitution, and were advised that this amended version picked up the changes to the Council's working arrangements that had taken place during the year, as well as other changes which were intended to assist the Council to operate more effectively.

The proposals for change had been considered by the Chief Executive and the Executive Board Member for Resources in accordance with Article 16.02. It was reported that apart from the purely technical changes, the proposed amendments that were considered to be of particular significance were listed as an appendix

to the report. The review also took account of the recent changes to the Council's Management Structure.

RESOLVED: That Council be recommended to approve the changes to the Constitution as set out in the amended version attached to the report.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 10  
FEBRUARY 2011**

<b>66</b>	<b>TREASURY MANAGEMENT 2010-11 – 3<sup>RD</sup> QUARTER</b>
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The Sub-Committee considered a report which updated Members on the activities undertaken on the money market as required by the Treasury Management Policy.

The report provided supporting information on the economic forecast, short term rates, longer term rates, temporary borrowing/investments, and investment income forecast. It was noted all the policy guidelines in the Treasury Management Policy had been complied with.

Members were advised that indicative figures initially showed activity had strengthened, suggesting that the recovery still had a reasonable amount of momentum. However these activity indicators had since been revised and actual data shows a 0.5% contraction in the third quarter.

RESOLVED: That the report be noted.

<b>67</b>	<b>ACCEPTANCE OF TENDER FOR MUNICIPAL BUILDING</b>
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The Sub-Committee considered a report of the Strategic Director, Environment and Economy which advised that the Operational Director, Employment, Economic Regeneration and Business Development had accepted the costs relating to the refurbishment of the Ground Floor of the Municipal Building (Phase 1b) and that these had been added to the contract entered into with the successful contractor.

The tendered costs relating to the refurbishment of the first floor were well within budget as such it was decided to obtain costs relating to the refurbishment of the ground floor of the Municipal Building to determine if it were possible to proceed with those works (Phase 1b) in addition to the first floor refurbishment.

It was report that the revised contract sum of £2,614,841, together with fees and charges brought the overall cost of the refurbishment project of both the ground and first floor to £3.25m. Additional funding of £250k had been secured to enable the ground floor works to proceed. Thus the Council had been able to secure the refurbishment and first floor of the Municipal Building for a small agreed increase to the original budget.

It was noted that the cost for Phase 1b work was based upon the competitive prices from the 1a Tender which were originally invited from six contractors in a two stage tendering process, designed to ensure that the contractor offering “best value” was appointed.

RESOLVED: That

1. Members note that the Phase 1b costs in the sum of £788,959.00 submitted by Globe Management Services Limited following the successful Phase 1a tender had been accepted by the Operational Director Employment, Economic Regeneration and Business Development and the work added to the Phase 1a contract of £1,825,882.00 previously approved making a combined total contract sum of £2,614,841.00; and
2. Internal Audit be requested to submit a report to Business Efficiency Board on the tender process relating to the refurbishment of the ground and first floor of the Municipal Building.

<b>68</b>	<b>SPENDING AS AT 31 DECEMBER 2010</b>
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The Sub-Committee considered a report which summarised the overall revenue and capital spending position as at 31<sup>st</sup> December 2010.

In overall terms, revenue expenditure was below the budget profile, by £2.7m. Management Team had previously agreed for Directorates to take steps to limit spending this year by £500,000 each. As a result, £2m would become available to provide a Transformation Fund to meet any forthcoming redundancy costs etc. To date the underspend indicated that the target of £2m should be achieved by year end.

It was noted that spending on employees was also below the budget profile. This was primarily due to delays in filling vacancies following the organisational restructuring from 1<sup>st</sup> April 2010, in anticipation of certain Efficiency Programme workstreams, and in preparation for further structural changes. In addition, the employers

proposal to freeze pay for 2010, would generate a budget saving of approximately £600,000 as a contribution towards the Transformation Fund.

With regard to capital spending, it was reported that spending to 31<sup>st</sup> December 2010 totalled £24.9m, which was 90% of the planned spending of £27.5m at this stage. However, this only represented 54% of the total revised capital programme of £45.7m (which assumed a 20% slippage between years).

The Council's balance sheet was monitored regularly in accordance with the reserves and balances strategy which formed part of the Medium Term Financial Strategy. The key reserves and balances had been reviewed and were considered prudent and appropriate at this stage in the financial year.

The report also outlined the impact of a significant number of equal pay claims which had been lodged with the Council as part of the national single status agreement. A reserve had been established over recent year, although it was not certain whether this would be sufficient to meet the future cost of such claims.

RESOLVED: That

1. the report be noted;
2. Directorates continue to closely monitor and control spending and income levels, to ensure that the overall £2m target underspend was achieved by year-end; and
3. the Operational Director – Finance take appropriate action at year-end to ensure the overall Reserves and Balances Strategy was achieved.

**69**

**LOCAL LAND CHARGES – FEES FROM 2011**

The Sub-Committee considered a report which sought approval for a new set of charges for Local Land Searches – both LLC1 and CON29 forms, effective from 1<sup>st</sup> April 2011. The last change to Local Land Charges was made with effect from 1<sup>st</sup> April 2007, although no increases had been made before that date for some years. Fees had been held steady since 2000/2001. Opportunity was also taken for approval for a new maximum charge. This arose in cases where single search covered multiple plots and provided a cap on the total charge to be levied.

RESOLVED: That, effective from 1<sup>st</sup> April 2011, the fees for local land searches be set as follows: LLC1: £30.00 (currently £26);

CON29: £80.00 (currently £118.00); Part II Optional Enquiries: £12.00 (no change); Additional Enquiries £26.00 (no change) and equivalent increases. New maximum charge of £3,000 (£2,500 since 2007) and that the Operational Director (Legal and Democratic Services) be authorised to review and amend these charges from time to time in consultation with the relevant portfolio holder.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 17 MARCH 2011**

<b>83</b>	<b>DISCRETIONARY NON DOMESTIC RATE RELIEF</b>
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The Sub-Committee received a report of the Strategic Director, Corporate and Policy which sought Members' consideration of an application for discretionary rate relief, under the provisions of the Local Government Finance Act 1988.

The Sub-Committee was advised that under the provisions of Section 47 of the Local Government Finance Act 1988, the Authority was allowed to grant discretionary rate relief to organisations that were either a charity or a non-profit making organisation. This relief may also be awarded to Community Amateur Sports Clubs. A summary of the applications was outlined within the report and a list of the associated figures was included.

RESOLVED: That under the provisions of Section 47, Local Government Finance Act 1988, discretionary rate relief be granted to the following organisation at the percentage indicated, for the period from 1<sup>st</sup> April 2010 or the commencement of liability, whichever is the later to the 31<sup>st</sup> March 2013:

Norton Priory Museum Trust Ltd	20%
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**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 1 APRIL 2011**

<b>92</b>	<b>ONLINE LEGAL LIBRARY SERVICES – REQUEST TO WAIVE PROCUREMENT STANDING ORDERS</b>
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The Sub-Committee considered a request to waive standing orders in order to enter into a contract for the provision of online legal library services from LexisNexis for an initial three year period (2011/12 subscription) and that subject to budgetary provision the Operational Director (Legal and Democratic Services) be authorised in consultation with the Chair of Executive Board Sub-Committee to

renew such subscription from time to time or enter into agreements with alternative suppliers as he judges necessary.

It was noted that the cost of the LexisNexis annual subscription was £30,995 for 2011/12, £32,547 for 2012/13 and £34,176 for 2013/14. This could be sustained through the Council-approved legal budget for each year. The equivalent hard copy cost was £41,206 for 2011/12.

RESOLVED: That

1. in light of the exceptional circumstances set out in the report, for the purpose of Procurement Standing Order 1.8.2, Standing Orders 4.1 to 4.3 be waived on this occasion in order to permit the Operational Director Legal and Democratic Services to enter into arrangements as indicated in the report in light of the service advantages for the Council associated with such services and on the basis that the features, range and mix of reference sources available from LexisNexis in this format were not available from any other supplier; and
2. the Operational Director (Legal and Democratic Services) be authorised to enter into a contract for the provision of online legal library services from LexisNexis for an initial three year period (2011/12 subscription) and that subject to budgetary provision he be authorised in consultation with the relevant portfolio holder to renew such subscription from time to time or enter into agreements with alternative suppliers as he judges necessary.

<b>100</b>	<b>ACCOMMODATION – CASTLE VIEW HOUSE</b>
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The Sub-Committee considered a report of the Strategic Director, Resources which sought approval for the Council to enter into a lease for office space at Castle View House, Halton Lea, Runcorn in accordance with the Council's Accommodation Strategy. It was noted that Castle View House provided a modern workspace, was close to existing ICT infrastructure, maintained the spending power of staff in the Halton Lea shopping area and offered significant revenue savings.

RESOLVED: That the Strategic Director, Resources, in consultation with the Corporate Services portfolio holder, be authorised to enter into a lease within the terms outlined in this report.



**REPORT TO:** Corporate Policy & Performance Board  
**DATE:** 24 May 2011  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Halton Strategic Partnership Board Minutes  
**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

1.1 The Minutes from the Halton Strategic Partnership (HSP) Board meeting held on 2 March 2011 are to be considered at the next meeting of the HSP, being held on 1 June 2011, so are unavailable for this meeting.

**2.0 RECOMMENDATION: That the above 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.

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

**DATE:** 24<sup>th</sup> May 2011

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

**SUBJECT:** Annual Report 2010/11

**WARDS:** Borough wide

**1.0 PURPOSE OF REPORT**

To receive the Annual Report of the Corporate Services Policy and Performance Board for 2010/11 (attached), to comment in respect of the same, and to make any changes considered appropriate.

**2.0 RECOMMENDED: That the Report be approved**

**3.0 POLICY IMPLICATIONS**

None at this stage

**4.0 OTHER IMPLICATIONS**

None at this stage

**5.0 RISK ANALYSIS**

N/A

**6.0 EQUALITY AND DIVERSITY ISSUES**

N/A

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

<b>Document</b>	<b>Place of inspection</b>	<b>Contact Officer</b>
Overview and Scrutiny Toolkit	2 <sup>nd</sup> Floor Municipal Building	M. Reaney



**ANNUAL REPORT  
CORPORATE SERVICES POLICY AND  
PERFORMANCE BOARD  
APRIL 2010 – MARCH 2011**

“I would like to thank Members of the Board for their hard work and the contribution they have made to its activities over the past year. This year, key areas have included detailed consideration of market provision in the Borough carbon management issues, staff accidents/violent incidents statistics, the Sustainable Community Strategy and the Council’s Property Portfolio. In addition I have, together with the Chair of the Business Efficiency Board, been deeply involved in the formulation of the Council’s budget and I would like to express my thanks to the Chairs and Vice – Chairs of all PPBs for their assistance. This year, work on use of natural resources will continue.”  
Councillor Alan Lowe – the Chairman of Corporate Services Policy and Performance Board.

**MEMBERSHIP AND RESPONSIBILITIES**

During 2010/11 the Board comprised of eleven Councillors – A. Lowe (Chairman), J. Roberts (Vice Chair), Browne, Dennett, Gilligan, Inch, Loftus, Nolan, Norddahl, Philbin and Wainwright.

The Board is responsible for scrutinising performance and formulating policy in relation to Resources, Personnel and Training, ICT, Property, Committee and Member Services, Legal Services, Communications and Marketing, Stadium, Civic Catering, Procurement, Corporate Complaints and Area Forums. During the year the Board also scrutinised voluntary sector issues. The Board also has responsibility for monitoring the performance of the reporting Departments which during the last year were Policy and Performance, Legal and Democratic Services, Human Resources, Financial Services, and ICT and Support Services.

**REVIEW OF THE YEAR**

The full Board met six times during the year including a special meeting to consider the future of Runcorn Market.

Set out below are some of the main initiatives that the Board has worked on during the year.

### **RUNCORN MARKET**

The Market Working Group continued to meet during the year, and presented its findings to a Special Meeting of the Policy and Performance Board on 19<sup>th</sup> October 2010. The meeting considered in detail the future viability of Runcorn Markets and discussions culminated in a recommendation being made to the Executive Board to consider the closure of Runcorn Market, which eventually took place during the year. Members of the Markets Working Group were thanked for their diligent consideration of all of the issues raised.

### **PROPERTY PORTFOLIO**

Councillor Mike Wharton, Executive Board Portfolio Holder for Resources, attended the meeting on 7<sup>th</sup> September and provided Members with an update on current issues in his portfolio. The discussion involved Council-owned land, and it was agreed that the Council's Property Portfolio would be reported to Members at a future meeting, and that any land releases would only proceed after consultation with Members and advice from valuers. A detailed report on the Authority's Property Portfolio was brought to the meeting on 22<sup>nd</sup> February 2011 for full consideration and discussion by Members.

### **ENERGY MANAGEMENT IN BUILDINGS**

The meeting on 25<sup>th</sup> May considered a report from the Strategic Director, Environment and Economy dealing with the section of the use of natural resources work which focused upon the approach to energy management in buildings. The report presented the interim findings of the Working Group. The Board was advised of the key principles, amongst which was the approach to tackling energy reduction, and was advised of the actions undertaken at the Stobart Stadium, Halton which had represented a good example of how to reduce energy consumption. The Board was further advised that the ability to monitor energy consumption would be greatly improved with the installation of the automatic meter readings across the Borough and a performance management system developed to report consumption data for individual buildings. An officer had been identified to monitor energy consumption and establish robust targets and develop action plans. In addition, a training programme would be developed and the Board would receive regular update reports.

**CORPORATE HEALTH AND SAFETY POLICY**

A draft fully revised policy was produced by the Strategic Director, Resources to the meeting in May. It identified the undertakings and arrangements for the provision of health

and safety across the Authority and had recently been amended to take account of the role of the Board in monitoring health and safety performance and reporting back to Executive Board Members. It also took account of the new HSE Strategy, and, as a result included aims, objectives and outcomes for the Health and Safety meetings. The Board endorsed the policy and referred it to the Executive Board, where it was subsequently adopted.

**SUSTAINABLE COMMUNITY STRATEGY PERFORMANCE REPORT**

The Board received a report in May providing information on the progress towards meeting Halton's Sustainable Community Strategy targets at 2009/10 financial year end. The Board was advised that it was important that progress was monitored and that Members were satisfied that adequate plans were in place to ensure that the Council and its partners achieved the improvement targets that had been agreed. In future, reports would contain a column with a directional arrow highlighting the direction of travel. A further update was provided to the January meeting in which it was noted that as a result of changes to the National Government Framework, the Council and the Halton Strategic Partnership would need to review their respective performance frameworks. The Board would take an overview of this process.

**STAFF ACCIDENT/VIOLENT INCIDENTS STATISTICS**

The Strategic Director – Resources reported to the meetings on 25<sup>th</sup> May and 2<sup>nd</sup> November on Corporate Accident Statistics and Associated Trends. The first report highlighted a reduction in reported incidents compared with the last two years, especially those resulting in major injuries. The report contained a detailed breakdown by type of incident and by directorate. There had also been a reduction in the total working days lost due to accidents. There had been 823 days this year, compared to 746 last year. Based on HSE calculations, the total cost of the accidents was £150,000 compared to £459,000 last year. There had also been a significant reduction in the number of slips, trips and falls, due to a considerable amount of

work being undertaken in those areas.

The November report highlighted a continuous trend in the reduction of reported accidents. Compared to the other local authorities in the benchmarking exercise whose

expenditure per employee exceeded £20 plus, Halton provided the lowest costing health and safety service at £8.62 per employee. Putting these two pieces of information together provided a very positive result for the Council. It was noted that the success in the reduction of accidents was down to team efforts from all Council staff, Members and trade unions who had embraced their own health and safety responsibilities, as well as the teams and departments they were in.

### **VOLUNTARY SECTOR FUNDING**

The meeting on 4<sup>th</sup> January received the Annual Report for Voluntary Sector Funding, presented by the Strategic Director, Adults and Community. It examined the policy context to providing core grant support to the voluntary sector and considered the benefits of supporting volunteering opportunities. It provided performance information on the eleven organisations which had been core grant supported in 2008/9 and Members considered case studies.

### **PERFORMANCE ISSUES**

During the year the Board also focused a significant amount of time and effort monitoring the performance of its reporting departments. A number of performance issues overseen by the Board during the year have been

- School catering and the operation of the Stobart Stadium Halton.
- Sickness absence
- The retention of the Council's IIP Accreditation.

The excellent overall performance of Audit which was monitored by the Business Efficiency Board.

### **WORK PROGRAMME 2011/12**

The Board has decided that during the current Municipal Year (2011/12), it would carry out detailed work on the following topics:-

- Markets – Lead, Councillor Wainwright
- Carbon Reduction – Lead, Councillor A. Lowe
- Halton Strategic Partnership – Lead, Councillor Loftus.
- Area Forum Locality Working – Lead, Councillor A. Lowe.

**Members of the public are welcome at the meetings of the Board. If you would like to know where and when meetings are to be held or if you would like any more information about the Board or its work, please contact Committee Services. In the first instance, e-mail [ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk)**



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

**DATE:** 24<sup>th</sup> May 2011

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

**SUBJECT:** Review of the Performance Management Framework

**WARDS:** All

### 1.0 PURPOSE OF REPORT

To consider the future performance management arrangements for the Council in the light of changing regulatory requirements and reduced resources.

### 2.0 RECOMMENDATION

That Corporate Policy and Performance Board notes the content of this report and endorses:

- a) The set of principles for a new performance management framework as outlined in section 3.3 and Appendix 1 to the report; and
- b) the next steps outlined in paragraph 3.5.

### 3.0 SUPPORTING INFORMATION

#### 3.1 Introduction

The purpose of a performance framework is to help the Council to improve the quality of life in Halton by prioritising and delivering improvements in outcomes for the community.

It is therefore imperative that the Council maintains a planning and performance framework that allows the identification and ongoing monitoring of key activities and performance measures.

#### 3.2 The past, the present and the future

The existing performance management framework was developed primarily as a result of Audit Commission findings from the pre-existing Corporate Assessment process and has served the Council well. This 'best practice' was seen and widely promoted as a means of securing step change improvement within the sector.

However, since coming to power the coalition have signalled an intended shift from the central performance management of local Council's toward greater 'local accountability'. As a result a number of changes have been made to the national performance framework and these include the abolition of :

- The Comprehensive Area Assessment
- The Audit Commission
- Local Area Agreement
- The National Indicator Set
- Annual scored ratings for Children's and Adults' Services

In their place the coalition proposes:

- A single (long) list of all the data councils have to provide to central government.
- A Quality of Outcomes Data Set (QODS) for Adult Social Care
- Continued inspections of schools, Children's Services, Adults Services etc.
- That Councils will publish up to date performance data in an easily accessible form to enable local citizens to performance manage their local authority.

The Local Government Group has set out proposals for self regulation in the local government sector ("Taking the Lead"<sup>1</sup>) including a library of performance indicator definitions to aid benchmarking and comparison, a local government dashboard (a set of standard key indicators for Councils to publish), 3 yearly peer reviews, and support for Councils in danger of failing. The local government dashboard is at an early stage of development, which will require ongoing development in 2011/12.

Funding for local public services is being significantly reduced but it remains vitally important for the Council to be clear about what it wants to change/improve most. Such aspirations will need to be supported by business plans that identify appropriate activities and interventions to achieve such change, to track progress over time and, where necessary revise plans.

Within this context the Council:

- Has more freedom to design a performance framework based on local priorities.
- Will be expected to set performance targets and transparently report them in a way that is meaningful to a public audience.

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<sup>1</sup> Further information concerning the LGG proposals can be found at <http://www.local.gov.uk/lgv2/core/page.do?pagelid=1238982>

- Will still have to publicly report performance based on the National Data set.
- Will have to service the requirements of Ofsted and CQC.
- Will need to compare progress against similar authorities and undergo peer reviews.

Such emerging issues present an opportunity for the Council to develop a more streamlined approach to managing performance information and to focus its more limited resources on its highest priorities.

### 3.3 Principles for developing a new performance framework

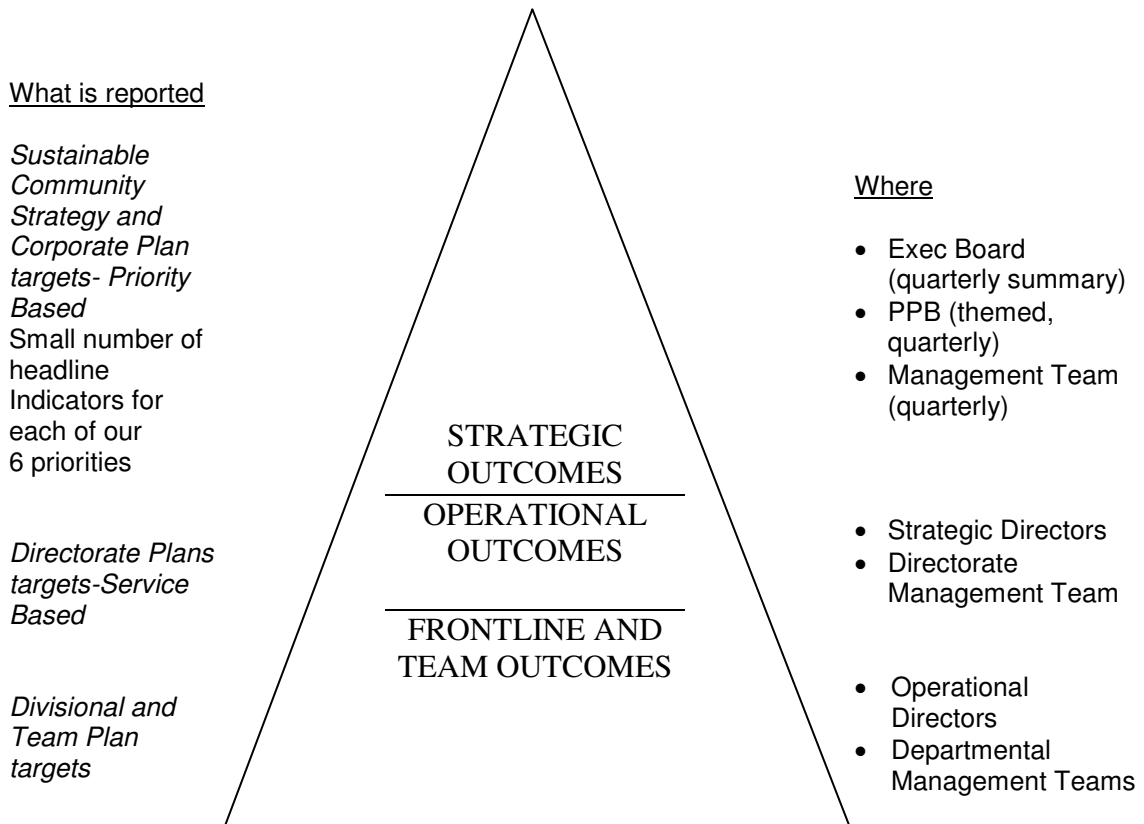
In deciding what a new framework should look like, the Council first needs to decide what it wants a system to do. The following suggested ten principles are outlined in Appendix 2. Key points being to:

- Agree the top priorities for Halton – In light of the current and future financial position, the Council cannot continue to anticipate an improvement in performance across every aspect of service provision.
- Be very focused on what it is the Council wants to change and on developing evidence based plans to bring about that change.
- Factor in value for money in order to, as far as is possible, identify where the highest returns on investment can be made.
- Reduce the volume of performance information being reported routinely so that the most significant issues are not drowned in a sea of information .
- Continue to develop and use qualitative as well as quantitative information to avoid only reporting things that can be counted and to capture the ‘softer’ social dimension of our performance.
- Make best use of members’ and managers’ time to provide greater depth in the examination of key issues and potential areas of cost / productivity improvement.

### 3.4 Proposals for future framework

The below figure illustrates consideration being given to developing a tiered approach for reporting community outcomes, with examples of what could be reported and to where.

Performance reporting arrangements for Community Outcomes



In developing such an approach:-

1. Strategic priorities will be agreed and will be set out in the Corporate Plan. Progress will be managed through Executive Board, Policy and Performance Boards and Management Team which will receive themed reports where milestones and indicators are grouped by priority rather than by department. As many key outcomes such as life expectancy are only measured annually there will be a need to develop leading or 'proxy' indicators that will provide an indicative direction of travel against such longer-term outcomes. Whilst it is acknowledged that individual departments may not be wholly responsible for the achievement of some outcome measures, departments should be encouraged to determine and accept ownership of contributing factors over which they have control.
2. Directorate Plans showing how services will contribute to corporate plan objectives will be overseen by Policy and Performance Boards and approved by Executive Board and Council. Performance against these plans will be reported to and monitored by Strategic Directors and their Directorate management teams. Major variations from

targets or milestones (“exceptions”) will be reported upwards to Management Team, PPB and Executive Board. Service performance information will be held on a central IT system to provide transparency.

3. Divisional or Team Plans will set out the detailed work plans for teams and will be monitored by Operational Directors, again with exception reporting upwards.
4. Running through all levels of this pyramid will be consideration of community impacts – how will this priority affect or benefit different parts of Halton and how effective is it in those different areas.

### 3.5 Next Steps

If the principles set out above are agreed, it is suggested that this Board

1. gives initial views about any future framework;
2. oversees the process of developing the new framework; and
3. receives a further report at its meeting on 6 September 2011, with a view to making a recommendation to the Executive Board as to the future framework for the Authority.

### 4.0 **Policy Implications**

The Council’s Performance Management Framework will form a key part of the Council’s policy framework.

### 5.0 **OTHER IMPLICATIONS**

There are no direct costs associated with this. If care is taken to reduce and rationalise the number of things we measure and report, then indirect costs (staff time to produce data, information and reports) can be reduced.

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

Existing and future performance frameworks at both local and national level are linked to the delivery of the Councils’ priorities.

### 7.0 **RISK ANALYSIS**

The review of the existing Performance Framework will allow the authority to both align its activities to the delivery of organisation and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the “transparency agenda”.

**8.0 EQUALITY AND DIVERSITY ISSUES**

Minority and disadvantaged groups and geographic areas are involved with and taken into account in all stages of performance management, including planning, data collection and analysis, service delivery, policy and service development and the impact of policies.

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

None under the meaning of the act.

**Appendix 1**

**Principles for developing a new performance framework**

1. Our performance framework should start with an agreement about our top priorities and objectives for Halton.
2. The framework and the agreed priorities need the support of elected members, partners and managers.
3. It should be cost effective – a smarter, focussed approach that supports services to improve, identifying the things that will make a difference and lead to performance improvement as opposed to simply reporting on recent activity
4. It needs to be flexible and agile enough to cope with different ways of delivering services (shared, through arms length arrangements or outsourced, for example).
5. The performance framework should link performance to resources and so address value for money (how are outcomes affected by reduced expenditure?)
6. It should be based on the pyramid approach – a base of detailed operational plans and service performance measures at the bottom, narrowing upwards towards a small number of key outcome targets agreed by and monitored by members and strategic directors.
7. At the strategic level It should dovetail with a Halton Strategic Partnership performance framework.
8. We should make use of IT to present information in different formats to different audiences.
9. Ease of use, transparency and accessibility for members, officer, and residents.
10. Make better use of the information we already have, including qualitative information, to build up a picture and inform targeted interventions.

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

**DATE:** 24<sup>th</sup> May 2011

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

**SUBJECT:** Performance Management Reports for Quarter 4 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 fourth quarter of 2010/11 (to March 2011). 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 fourth quarter performance management report;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

### **3.0 SUPPORTING INFORMATION**

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



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

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

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

#### **4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

#### **5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

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

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

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

#### **7.0 RISK ANALYSIS**

7.1 Not applicable.

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

8.1 Not applicable.

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

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

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	Policy & Performance
<b><u>Period:</u></b>	Quarter 4 – 1 <sup>st</sup> January to 31 <sup>st</sup> March 2011

### 1.0 Introduction

This monitoring report covers the Policy and Performance Department fourth quarter up to period end 31<sup>st</sup> March 2011. It describes key developments and progress against all objectives and performance indicators for the service.

The Department's quarter 4 financial statements will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June.

The way in which symbols have been used to reflect progress is explained within Appendix 5.

### 2.0 Key Developments

The Policy and Strategy Division continues to prepare the framework of statutory plans. The Sustainable Community Strategy 2011-26 has been recommended for adoption by the Executive Board and goes to Full Council on 20<sup>th</sup> April.

The Local Transport Plan 3 has been completed and submitted to the Department of Transport. Both the Core Strategy and the Joint Merseyside Waste Development Plan Document will have a further round of consultation during May 2011, prior to their submission to Government for independent examination.

There are a multitude of other essential strategies under production and 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.

Support has also been provided this quarter to Children's Services to support announced inspection of Safeguarding and Looked after Children Services, which was assessed overall as "performing well". The Council is also pleased to report that under the Inspection evaluation schedule for Performance Management and Quality Assurance the Authority was judged by Inspectors as 'Outstanding'.

For Communications and Marketing, some examples of successful campaigns in the last quarter included:

- Marketing of the new Household Waste Recycling Centre permit scheme resulted in a saving of over £1,200 due to using in-house design and gaining quotes through the print tender;
- Marketing plans for activities at the Stobart Stadium Halton and Widnes Market have been developed along with the promotion of corporate events; a healthy eating fortnight, and the Silver Jubilee Bridge 50<sup>th</sup> anniversary.
- Pro-active marketing of the Brindley continues. Examples of success include working with the media to increase public interest in getting an extra show to be scheduled.

A project to review the Council's corporate website is underway, looking at areas such as usability, structure and content. In addition the introduction of a new design and print policy will reduce costs and ensure greater reliability and consistency of service.

### 3.0 Emerging Issues

The four key Bills are being tracked with interest as they will have a wide ranging impact on the role and governance arrangements of local government. These are:

#### Localism Bill

The Bill will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions.

#### Health and Social Care Bill

The Bill proposes to create an independent NHS Board, promote patient choice, and reduce NHS administration costs. The key areas are: establishes an independent NHS Board to allocate resources and provide commissioning guidance; increases GPs' powers to commission services on behalf of their patients; strengthens the role of the Care Quality Commission; develops Monitor, the body that currently regulates NHS foundation trusts, into an economic regulator to oversee aspects of access and competition in the NHS; cuts the number of health bodies to help meet the Government's commitment to cut NHS administration costs by a third, including abolishing Primary Care Trusts and Strategic Health Authorities.

Education Bill

The Bill seeks to implement the legislative proposals in the Department for Education's schools White Paper, 'The Importance of Teaching' and measures from the Department for Business, Innovation and Skills relating to skills and the reform of higher education funding.

Policing and Social Responsibility Bill

The Bill covers five distinct policy areas: police accountability and governance; alcohol licensing; the regulation of protests around Parliament Square; misuse of drugs; and the issue of arrest warrants in respect of private prosecutions for universal jurisdiction offences. Second reading - the general debate on all aspects of the Bill - is scheduled for 27 April.

The team continues to support Halton's Strategic Partnership through the review of governance, fulfilment of the development day action plan and finalisation of the Working Neighbourhoods Fund programme.

The Council will need to review its performance management framework in 2011/12 to ensure that following the abolition of the national indicator set, it has sufficient information to make comparison with other authorities. The Local Government Group (LGA) has set out proposals for self regulation in the Local Government sector including funding the development of a Knowledge Hub, (launched in April 2011, to be fully operational by September 2011) to provide a platform to support networking, collaboration and knowledge sharing across the sector, allowing benchmarking and comparison.

The implications of the publication of the single data set will be further considered in 2011/12 with the Coalition asking six local Authorities to review data collections further. These Local Authorities include Manchester City Council, Hampshire County Council, St Albans City and District Council, Somerset County Council, Wandsworth Borough Council and Leicester City Council. Thus, given the present scope and volume of the single data set, it remains to be seen whether the 'burdens' placed on Local Government will be reduced or simply redefined

A number of personnel issues, including maternity leave of the Divisional Manager and the transfer of the Principal Internet / Intranet Officer and other staffing issues, will impact upon the overall capacity of the communications and marketing function during the next 12 months.

As a result of the new organisational structure as of April 2011 the Department will become the Policy Planning and Transportation Department. Further details of the revised functions of the new Council Directorates / Departments can be accessed via <http://intranet/documents/structurecharts/?a=5441>

#### 4.0 Service Objectives / milestones

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

Total	16		15		0		1
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All but one of the departments "key" milestones/objectives have been achieved by the end of quarter 4 reporting period. The one outstanding milestone/objective will be completed within the first quarter of 2011/2012. Further commentary in relation to "key" milestones/objectives can be found within Appendix 1.

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

Total	4		4		0		0
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All of the departments "other" milestones/objectives have been achieved by the end of the quarter 4 reporting period. Further details in relation to all of the "other" milestones/objectives can be found within Appendix 2.

#### 5.0 Performance indicators

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

Total	2		1		0		1
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Of the departments 2 "key" performance indicators 1 has not met its target. The outstanding target relates to Working Neighbourhood Funding spend and the funding has been re-allocated to projects within 2011-2012. All information relating to the "key" performance indicators can be found within Appendix 3.

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

Total	5		2		0		3
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Of the 5 “other” performance indicators reported at this time, 2 ambitious targets relating to internal communications and InTouch have been missed. In addition a measure relating to customer satisfaction with the Council website has been missed. Further details can be found 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 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 Q4	Supporting Commentary
Review of the Children and Young People's Plan. <b>June 2010.</b>		The CYP Plan review has been completed to time against projected deadlines. The document has been approved by the Children's Trust Board and submitted to Ofsted (Office for Standards in Education, Children's Services and Skills) during July.
Joint consultation on Core Strategy Publication Document and draft Sustainable Community Strategy 2011 – 2026. <b>November / December 2010.</b>		All documents were placed on consultation 29 November to 24 January (8 weeks). The Local Transport Plan 3 was also consulted on at the same time as the Core Strategy and Sustainable Community Strategy.
Submission of Core Strategy to Secretary of State. <b>February 2011.</b>		Due to late delivery of supporting material and to take into account the views of statutory consultees, it is intended to reconsult on a slightly amended 'Revised Proposed Submission Draft' in May 2011, before proceeding to formal Submission in July 2011.
Support the implementation of the Telecare Strategy Action Plan that will ensure the continued use and development of Telecare. <b>March 2011</b>		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 Q4	Supporting Commentary
Monitor performance against Community Strategy targets and review delivery plans <b>June 2010</b> <sup>1</sup>		This work is complete and was reported to the Halton Strategic Partnership Report in May 2010 and all Policy and Performance Boards in May and June in the Sustainable Community Strategy Performance Report.
Monitor and review progress in delivering Local Area Agreement targets with partners and agree refresh with government office <b>March 2011</b>		The Local Area Agreement (LAA) is a subset of the targets in the Sustainable Community Strategy for Halton. Whilst the LAA no longer needs to be reported to government, progress against the Sustainable Community Strategy targets will continue to be monitored and reviewed at six monthly intervals. A mid year update report was presented to the January 2011 Policy & Performance Boards and a year end update will be presented to the May/ June Policy & Performance Boards.
Monitor & review existing MAA and city regional development plan progress and negotiate new MAA with city region partners and GONW <b>March 2011</b>	Refer to Comment	The situation remains unchanged as reported last quarter - The structural reforms proposed by the new government place a great deal of uncertainty on the future of the MAA in its current format. Changes at the regional level mean that the City Region Development Plan may have to be revised as new Local Economic Partnerships take the place of the North West Development Agency and responsibility for European Regional Development Fund monies and a portfolio of other issues.
Following consultation and engagement, adopt new Sustainable Community Strategy and new Corporate Plan for the period April 2011 on wards. <b>March 2011</b>		The Sustainable Community Strategy has been recommended for adoption by Full Council on 20 <sup>th</sup> April 2011. A new Corporate Plan has been produced and will complete a final round of consultation prior to adoption.





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

HSPB to agree exit strategy for end of WNF funding <b>September 2010</b>		As reported in previous quarters, this work has been completed.
Negotiate new Local Area Agreement 2011-2014 <b>March 2011</b>	Refer to Comment	As reported last quarter the current LAA ended 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 finalised when the new national data reporting requirements and further regulatory changes are confirmed later in 2011.


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

Milestones	Progress Q4	Supporting Commentary
Update corporate communications strategy and supporting directorate work programmes <b>September 2010</b>		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 <b>August 2010</b>		Milestone complete as previously reported, A-Z Guides distributed via HD's, libraries etc
Deliver targeted 'you said, we did' campaign <b>July 2010</b>		Milestone complete as previously reported
Review and reissue media guide <b>September 2010</b>		New revised guide issued.
Review use of corporate branding/audit of external publications <b>September 2011</b>		New branding being used on adverts, which is already delivering savings as less space is required with new design

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



Retender In Touch contract <b>December 2010</b>		Contract has been extended for one year as allowed within current contract. Number of editions of In Touch will be reduced from 12 to 9 as cost saving measure
Review and retender Inside Halton contract <b>March 2011</b>		First edition under new arrangements published in March 2011 with subtle design/layout changes. New controls are in place to reduce advertising spend from council departments who are offered free editorial space, instead of paid for advertising.

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 Q4	Supporting Commentary
Provide information to support Statutory Inspections in Children and Young Peoples <b>May 2010</b> and Adults and Community Directorate <b>September 2010</b> and ongoing meetings with Regulators.		As previously reported these inspections were fully supported and had favourable outcomes. Additionally, in this last quarter support was provided to Children's Services in February 2011 to support the Ofsted Inspection of Safeguarding and Looked after Children Services, again with a favourable outcome. The Council is also pleased to report that under the Inspection evaluation schedule for Performance Management and Quality Assurance the Authority was judged by Inspectors as 'Outstanding'.



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

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

Milestones	Progress Q4	Supporting Commentary
<i>Continued review of current performance and improvement reporting mechanisms for Management Team, PPB, Members, Halton Strategic Partnership Boards and subsidiary Boards to maintain and improve current arrangements. <b>March 2011</b></i>		<i>Performance and Improvement mechanisms are under continuous review. In 2010/11 Directorate Overview Reports have been introduced to help Management Team to focus on business critical issues, and these have also been made available to members through the Information Bulletin and the intranet. In the light of changing regulatory requirements, for instance the abolition of the National Indicator Set, to be replaced by a single data set of all information required by Central Government from Local Authorities;; the proposed outcomes frameworks for adult social care, health and the NHS. A report will be presented to the Corporate Services PPB in May 2011, to provide further detail on a proposed way forward to ensure the Local Authorities Performance Framework remains fit for purpose.</i>
<i>To provide needs analysis information for certain key indicators in Children and Young Peoples Directorate at a Locality Level <b>March 2011</b></i>		<i>Children's centre profiles have now been established using a consistent and comprehensive set of key socio demographic metrics, to inform and direct future Business Plans for 2011/12. Workshops have taken place with Children's Services Managers to explore and further develop the continued and systematic use and reporting of performance data and information. This process supported the recent inspection of Brookvale Children's Centre, which resulted in a favourable "Good" outcome for the service</i>

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



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

Milestones	Progress Q4	Supporting Commentary
<i>Review overview and scrutiny arrangements and where appropriate make recommendations for improvement – <b>January 2011</b></i>		<i>Review absorbed into development of new arrangements for overview and scrutiny after 31<sup>st</sup> March 2011, led by the Strategic Director of Policy &amp; Resources.</i>
<i>Agree 2010 – 11 Policy &amp; Performance Board Work Programmes - <b>June 2010</b></i>		<i>Programmes agreed. Some are deliberately 'light' to enable response to rapidly changing Govt. (and local) agenda.</i>


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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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#### Corporate Health

<b>PPLI 1</b>	% Of LAA WNF Spend (%)	88.16	100	75			Following a review of partnership funding, the Halton Strategic Partnership has re-allocated the under spend for 2010-2011 to the delivery of projects within 2011-2012.
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#### Cost & Efficiency

<b>PPLI 8</b>	% Of departmental working days lost due to sickness absence.	3.9	3.7	2.77 (Apr – Mar)		N/A	Sickness absence is well ahead of target for year end. 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.
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#### Fair Access

None identified

#### Quality

None identified

#### Service Delivery

None identified

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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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#### Corporate Health

See footnote <sup>1</sup>

#### Cost & Efficiency





None identified

#### 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, it is still some way off the target of 78%. A report has gone to management team and an action plan prepared 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 <a href="http://www.halton.gov.uk">www.halton.gov.uk</a>	79	93	68			Satisfaction is likely to be affected while we still have two sites up and running. It is hoped new features will start increasing satisfaction levels – these features include a 'find my nearest' and enhanced search facilities.

<sup>1</sup> 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 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	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 year's 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.
PPLI 13 (PPLI 14)	Satisfaction with Inside Halton magazine	98	85	98%			Readers' survey in the Dec 10 edition resulted in 98% satisfaction with the magazine. A refreshed look to the magazine starting with March 2011 edition should keep satisfaction rates high.

**Quality**

None identified




**Service Delivery**

NI 188 <sup>2</sup>	Planning to adapt to Climate Change	Level 0	Level 1	Level 1			A framework is being developed to take forward activity to achieve Level 1 or above. The response will be proportional to the level of risk in Halton.
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<sup>2</sup> The local authority is assessed against a criteria scored 0 to 4 0 = the authority has begun the process of assessing potential threats and opportunities across its estate and services (for example, flood and coastal resilience plans, emergency planning community risk register/strategies etc.), and has identified and agreed the next steps to build on that assessment in a systematic and coordinated way.




Appendix 5 Explanation of Symbols
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Symbols are used in the following manner:

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

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

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

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



## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	Legal & Democratic Services
<b><u>Period:</u></b>	Quarter 4 – 1 <sup>st</sup> January to 31 <sup>st</sup> March 2011

### 1.0 Introduction

This monitoring report covers Legal and Democratic Services fourth quarter period up to period end 31<sup>st</sup> March 2011. It describes key developments and progress against key objectives and performance indicators for the service.

The Department's Quarter 4 Financial Statement will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June

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

The Legal Section passed its Annual Lexcel Inspection in January 2011 with the comment from the assessors that the service is getting better and better year after year. The section also received an excellent customer satisfaction response for 2010.

The Risk & Emergency Planning team dealt extremely efficiently with an explosion caused by an escape of gas in Castlefields during March 2011. The emergency required the provision of temporary accommodation.

A revised version of the Constitution was approved by Executive Board on 31 March 2011 and referred to the full Council meeting on 20 April 2011.

An online legal library has been procured, which will result in significant financial savings.

### 3.0 Emerging Issues

The Communications & Marketing Team has become part of the Department on 01<sup>st</sup> April 2011.

Work continues in preparation for the Local Election & Referendum on 5<sup>th</sup> May. Preparations are well advanced for subsequent new member inductions, mentoring and training.

Work is proceeding on developing the standards regime following the forthcoming enactment of the Localism Bill.

### 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 have been achieved 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 have been achieved. Further detail is contained in Appendix 2.


### 5.0 Performance indicators

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

Total	2		0		1		1
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The one indicator that can be reported at this time has narrowly missed its target and details are provided in Appendix 3.

## 5.2 Progress Against 'other' performance indicators

Total	12		3		0		7
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Seven targets were missed. 3 related to targets for time to take legal action, and can be explained by the volume & complexity of cases. It should be noted that the recent customer satisfaction survey revealed excellent results.

Although the 100% target for return of Form A's was narrowly missed, 96% is an excellent performance. There are 2 indicators which are now not reported on as they were the biennial place survey which is now non-existent, but has stayed in the indicators for this financial year. Further details are in Appendix 4.

## 6.0 Risk Control Measures

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

No 'high' risk, treatment measures were identified.

## 7.0 Progress against high priority equality actions

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

## 8.0 Data quality statement

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

**9.0 Appendices**

Appendix 1 Progress against 'key' objectives / milestones

Appendix 2 Progress against 'other' objectives / milestones


Appendix 3 Progress against 'key' performance indicators

Appendix 4 Progress against 'other' performance indicators


Appendix 5 Explanation of use of symbols

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

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



Milestones	Progress Q 4	Supporting Commentary
Secure renewal of Lexcel & ISO Accreditation <b>January 2011</b>		Accreditations secured as planned

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

Milestones	Progress Q 4	Supporting Commentary
Review Constitution <b>May 2010</b>		Constitution has been reviewed as planned.




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

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

Milestones	Progress Q 4	Supporting Commentary
To ensure that all members have been given the opportunity of a having a MAP meeting.		All members have been given the opportunity of a having a MAP meeting.
To induct all new members – <b>by October 2010</b>		The last induction fro new Members took place in October 2010






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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b><u>LDSLI 1</u></b>	Proportion of departmental working days lost to sickness absence (%)	4.5	4.0	TBC		N/A	No details of current progress, waiting for information from the Administration Divisional Manager.
<b><u>LDSLI 2</u></b>	No. Of Members with Personal Development Plans (56 Total)	52 (92%)	56 (100%)	51 (91%)			Just missed target, but all Members were given the opportunity of having a MAP meeting.

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









Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
NI 1	% of people who believe people from different backgrounds get on well together in their local area	74.5% (2008)	Refer comment		This information is sourced via the biennial Place Survey, which is scheduled for later this year. However the requirement for undertaking the survey is currently subject to review by the new government and further details will be provided as and when information becomes available.		
	Civic participation - % of people who have been involved in decisions that affect the local area in the last 12 months	10.5% (2008)	Refer comment				
LDSL1 3	% of Members attending at least one organised Training Event	82%	100%	87%			Although the target was not been achieved participation has increased since this time last year.
LDSL1 4	% Of Departments with up to date Business Continuity Plans	100%	100%	100%		N/A	100% of departments have existing plans but additional work is now being done to review the process to simplify and ensure it meets the changing structure and demands.
LDSL1 5	% Of Departments with up to date Risk Registers	100%	100%	100%			Most of the reviews have now been completed.









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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Fair Access							
LDSL1 6	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	188	600	211			Targets have not been met. Levels of public participation are of course largely determined by subject matter under discussion and not within the control of officers. Participation has increased since this time last year.
LDSL1 7	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	14	175	27			
LDSL1 8	% Of those eligible casting a vote.	25% (08-09)	50%	60%			The figure is slightly higher than the target but will not alter as there are no elections scheduled until May 2011. A baseline only was created at the end of last year so a comparison cannot be made against this years figure.
LDSL1 9	% Of completed form A's returned	96% (08-09)	100%	96%			Extremely demanding target slightly missed, but a very strong performance nevertheless.




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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
LDSL1 10	Average Time taken to issue prosecutions from receipt of instructions (working days)	12	10	17			Following an extremely busy year with a high number of prosecutions, the target has been missed, but work will continue to reduce days next year.
LDSL1 11	Average time taken to complete Conveyancing Transactions	360	325	488			Target missed due to a number of long and complex transactions.
LDSL1 12	Average time taken to complete Child Care Cases (calendar days)	224	250	336			Child care cases are very sensitive area of work and resultant time scales are not always within the control of the legal staff involved. The Department has noted that it has taken significantly longer for cases to go through the judicial process, and it is not the case that influence of officers can be brought to bear to shorten the process, and of course the priority remains the protection of children. Figures will be kept under review.




## Appendix 5: Explanation of use of Symbols

Symbols are used in the following manner:

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

#### Direction of Travel Indicator

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

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

## Departmental Quarterly Monitoring Report

**Directorate:** Resources

**Department:** Finance

**Period:** Quarter 4 – 1<sup>st</sup> January 2011 to 31<sup>st</sup> March 2011

### 1.0 Introduction

This monitoring report covers the Finance Department fourth quarter up to period end 31<sup>st</sup> March 2011. It describes key developments and progress against all objectives and performance indicators for the service.

The Department's quarter 4 financial statement will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June 2011.

The way in which symbols have been used to reflect progress is explained within Appendix 5.

### 2.0 Key Developments

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

##### **Benefits**

At 31<sup>st</sup> March 2011 processing times remain one of the best within both Merseyside and Greater Manchester, with new claims being processed on average within 14.7 days. This is an improvement on the same time last year when new claims were being processed in 15.5 days.

##### **Revenues**

During 2010/11 Business Rates collection was marginally lower than the previous year at 97.6% compared to 99.7%. Council Tax collection was 97% equalling last year's record year for collection. Arrears collection at the end of March 2011 was 37.6% which is an improvement of 2.1% on last year. The number of Direct Debit payers has also increased and now stands at 68% which is an increase of 2.6% on the number of payers at the same point last year.

## **Welfare Rights**

The demand for the service has remained extremely high. There have been a record number of 175 clients who were assisted with appeals in 2010/11 with a 84% success rate. In addition the welfare rights advice given by the Team has resulted in £2,406,240 in increased income for Halton residents.

## **Audit & Operational Finance Division**

### **Insurance**

The Council's insurance programme was subject to a long term agreement with Zurich Municipal, which expired on 31 March 2011. A tender exercise was conducted under OJEU Procurement Procedures. The response from the market was in line with expectations and a robust evaluation of the responses was undertaken with tenders evaluated on the basis of price and quality. The contract for the Council's main insurance programme was subsequently awarded to Travelers Insurance Co. Ltd. A forecast saving from the tender exercise of £70,000, which was approved as part of the 2011/12 budget savings proposals, has been achieved.

### **Cashiers**

New and more efficient ways of collecting and banking income have been introduced. All cash and cheque income is now collected and banked by G4S (the Council's 'cash in transit' provider) or banked directly at the NatWest. Members of the public are still able to make payments through the automated payment kiosks situated in the four One Stop Shops.

### **Finance Support Services**

By the end of its first year the team were paying 91% of invoices within 30 days, exceeding the performance target set for the year. This is set against a significant reduction of staffing in this area and further staffing efficiencies in 2010/11.

Since January 2011, the Finance Support Services team has been collating and publishing details each month of the Council's spending over £500 on the Council's internet site as part of the Government's Transparency Agenda.

### **Client Finance**

The Council is the Court of Protection appointed Deputy for a number of clients who lack the capacity to manage their own financial affairs. Similarly, arrangements exist with the DWP for the Council to act as the 'Corporate Appointee' for a number of service users who do not qualify for a Deputy to be appointed by the Court of Protection. Weekly personal allowances were previously paid in cash to these individuals through the cash offices at Widnes HDL and Halton Lea HDL. New arrangements have now been put in place with the Post Office using the 'Post Office Payout' service. This allows service users to collect personal allowances from any branch of the post office on the production of a bar coded letter which will be sent to the individuals on a weekly basis.

## **Internal Audit**

The Internal Audit Plan for 2011/12 was approved by the Business Efficiency Board on 9 March. The plan is based on 6.5 FTE auditors following the deletion of a vacant post as part of the 2011/12 budget savings.

### **Efficiency Programme Office**

During the period covered by this report, a number of workstreams have moved into their final stages, and savings are currently being tracked and validated. These are;

- Review of ICT Support Services - £250,000 saving
- Review of Revenues, Benefits and HDL One Stop Shops - £480,000 saving
- Review of Contracted Services to Schools - £175,000 saving

The Open Spaces and Property Services workstreams from Wave 1 have ended, with savings achieved in line with target.

The Review of Income and Charging has commenced, with the first stage being the adoption by Executive Board of a Corporate Charging Framework. The Review of Transactional & Non-Transactional Processes workstream has resulted in the adoption of a streamlined authorisations process to be implemented into other areas as they are reviewed, and a business case for corporate wide document scanning and workflow is in development.

### **Financial Management Division**

The Audit Commission reported their 2010/11 Audit Plan to the Business Efficiency Board on 19<sup>th</sup> January 2011. This set out the audit work to be undertaken in relation to the 2010/11 year-end financial statements and the basis for the Commission's fees.

The final Local Government Finance Settlement was announced on 31<sup>st</sup> January 2011, which increased Halton's Settlement by £126,000 compared to the provisional figures. The Council's 2011/12 Revenue Budget, Capital Programme and Council Tax were approved by Full Council on 2<sup>nd</sup> March 2011.

On 23<sup>rd</sup> March 2011 the Chancellor presented his Budget Report which included the following relating to Local Government;

- An additional £100m to assist Council's in repairing roads.
- Creation of 21 Local Enterprise Zones.
- Extension of the Small Business Rate Relief until October 2012.
- Reforms to the Planning system designed to simplify processes.
- A 1% increase in employers' national insurance contributions.
- Confirmation of the intention to increase public sector employee pension contributions.

The Council's main accounting statements within the 2009/10 Abstract of Accounts have been restated onto an International Financial Reporting Standards (IFRS) basis.

These have been reviewed by the Audit Commission during the quarter and no significant issues have been raised. The restated accounts provide the starting point for preparation of the 2010/11 final accounts, which is underway with assistance from all Directorates.

### **3.0 Emerging Issues**

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

##### **Benefits**

As part of the Efficiency Programme the Work Stream Board in November 2010 proposed that Benefit officers be embedded in the three Halton Direct Link offices of Halton Lea, Runcorn and Widnes in order to deliver the Benefits Service directly to customers who use these offices. This change will take effect from 3<sup>rd</sup> May 2011 and customers will be able to see a Benefit Officer who can process Benefit applications, calculate changes to entitlement and issue notification letters (if all the necessary supporting information is provided). This new operational arrangement will enhance the overall customer service delivery to the public.

From April 2011, the Government have changed the way in which the Local Housing Allowance (LHA) is calculated and this will result in lower Housing Benefits amounts for many claimants. Whilst the required changes to procedures and system software have been successfully implemented, the impact these changes will have on clients will only be fully appreciated over the coming months.

The increase in charges for non dependant deductions also came into effect from April 2011 and is likely to generate more queries and appeals as claimants struggle to find the additional money to cover the deduction. The changes will be closely monitored over the coming months 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 came in during 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**

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

There are also changes to Student Discount legislation effective from 13 May 2011. Students resident in UK who study in an EU member state are to be treated as students for Council Tax purposes - anticipated to have little impact.

## **Business Rates**

The collection rate at the end of the financial year was 97.6% which is down slightly on previous year's collection rate of 99.7%. A number of new assessments however were brought into the rating list late in the year which have had an impact on the level of collection.

There has been an extension of the Small Business Rates Relief scheme (SBRS) for a further 12 months from 1<sup>st</sup> October 2011 to 30<sup>th</sup> September 2012.

## **Welfare Rights**

The radical welfare reforms proposed by the government are due to bring in the biggest changes to the welfare state for over 60 years. These reforms are wide ranging but include; 1) all claimants receiving Incapacity Benefit/ Severe Disablement Allowance having to be assessed for Employment Support Allowance/ Jobseekers Allowance and many long term claimants having to become "work focussed", 2) Disability Living Allowance being replaced with a more restrictive Personal Independence Payment, 3) radical changes to the Social Fund, 4) the introduction of Universal Credit

## **Audit & Operational Finance Division**

From April 2011, the Direct Payments Team is to transfer to the Audit & Operational Finance Division. Direct Payments are an alternative way for service users to receive the support that they have been assessed as needing, through the Council making payments to them in order for them to arrange and purchase their own support. The Direct Payments Team has responsibility for the financial auditing of the Direct Payment accounts. The number of service users in receipt of Direct Payments is expected to increase significantly as part of the Personalisation agenda.

## **Efficiency Programme Office**

Over the coming months, the next wave (Wave 4) will be developed and agreed by Management Team and the Efficiency Programme Board.

For those workstreams in progress currently, recommendations for change will come forward in the form of 'To-Be' proposals. These are namely;

- Review of the HDL Contact Centre
- Review of Client Transport and Operational Fleet
- Review of Business Development & Economic Regeneration.

Alongside this, process changes are being planned and implemented in Operational Finance and HR as a result of the review of Transactional & Non-Transactional Processes.

## **Financial Management Division**

The Local Government Resource Review has been initiated by Government, which aims to review the way in which Councils are funded including the distribution




mechanism for Formula Grant and the Business Rates System. The first phase of the Review will be concluded by July 2011 with the second phase focusing upon Community Budgets.

Work has commenced with Management Team and the Budget Working Group to identify potential budget savings proposals for 2012/13 and beyond.

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.

#### 4.0 Service Objectives / milestones

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

Total	10		10		0		0
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All four of the objectives / milestones for the Department have been 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 have been achieved and details are provided within Appendix 2.

#### 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 have been achieved and details are provided within Appendix 3.

## 5.2 Progress Against 'other' performance indicators

Total	3		3		0		0
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All of the other performance indicators for the Department have been achieved and details are provided within Appendix 4.

## 6.0 Risk Control Measures

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

No 'high' risk, treatment measures were identified.

## 7.0 Progress against high priority equality actions

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

## 8.0 Data quality statement



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

## 9.0 Appendices




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

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

Ref	Objective
FS O1	<b>Set the Revenue Budget, Capital Programme and Recommend Council Tax</b>



Milestones	Progress Q4	Supporting Commentary
Report Medium Term Financial Forecast to Executive Board <b>November 2010</b>		The Strategy was reported to Executive Board on 18 <sup>th</sup> November 2010.
Report to Council in <b>March 2011</b>		The Revenue Budget, Capital Programme and Council Tax were approved by Council on 2 <sup>nd</sup> March 2011.

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




Milestones	Progress Q4	Supporting Commentary
Provide <b>monthly</b> financial reports to budget holders within 8 days of month end		Reports all issued on schedule.
Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports		Quarter 3 reports were provided on schedule to Operational Directors. The overall outturn position will be reported on 14 <sup>th</sup> July 2011 once the Council's year-end accounts have been finalised.
Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee.		Quarter 3 was reported to Executive Board Sub Committee on 10 <sup>th</sup> February 2011, showing an overall underspend against the revenue budget.

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

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



Milestones	Progress Q4	Supporting Commentary
Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2010</b>		The draft Abstract of Accounts was approved by the Business Efficiency Board on 30 <sup>th</sup> June 2010.
Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2010</b>		The 2009/10 Abstract of Accounts was published on 30 <sup>th</sup> September 2010 along with a brief Summary of the accounts. Both documents have been made available via the Council's website, HDL, Libraries and information points. <a href="http://www3.halton.gov.uk/councilanddemocracy/councilbudgetsandspending/financialinformation/contractsandtendersawarded/">http://www3.halton.gov.uk/councilanddemocracy/councilbudgetsandspending/financialinformation/contractsandtendersawarded/</a>

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



Milestones	Progress Q4	Supporting Commentary
Undertake a spend review across the authority in order to identify potential savings opportunities by <b>March 2011</b>		This is on going in order to identify efficiencies. Savings targets are on track for 2011/12 and 2012/13.
Enhance the transparency of trading opportunities to providers through the roll-out of e-trading by <b>March 2011</b>		Continuing to rollout the Chest system across the Council.
Meet central government requirements to publish details of spend and contract and tender documents for expenditure exceeding £ 500 by <b>January 2011</b>		The required information has been published on a monthly basis since January 2011.

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

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




Milestones	Progress Q4	Supporting Commentary
Establish the Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2010</b>		The 2010/11 Treasury Management Policy was approved by Full Council on 3 <sup>rd</sup> March 2010.
Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>		Quarter 3 was reported to Executive Board Sub Committee on 10 <sup>th</sup> February 2011.

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

Milestones	Progress Q4	Supporting Commentary
Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>		Quarter 3 capital spending was reported to Executive Board Sub Committee on 10 <sup>th</sup> February 2011, showing 90% of planned spending at that stage, but this only represented 54% of the total capital programme.
Report prudential indicators to Council in <b>March 2011</b>		Prudential Indicators for 2011/12 were approved by Full Council on 2 <sup>nd</sup> March 2011.









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

Ref	Objective
FS O7	Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.

Milestones	Progress Q4	Supporting Commentary
Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2010/11 <b>June 2010</b>		The 2010/11 Audit Plan was approved in March 2010.
Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board		The third quarterly Internal Audit progress report was reported to the Business Efficiency Board in January 2011.  Sufficient audit work has been completed by year-end to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment.
Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2008/9) to the Business Efficiency Board <b>June 2010</b>		The annual Internal Audit opinion on the Council's system of internal control was reported to the Business Efficiency Board in May 2010.



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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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<b>Corporate Health</b>							
<b><u>FSLI 1</u></b>	Receive an unqualified audit opinion on the accounts	Yes	Yes	Yes		N/A	The Audit Commission provided an unqualified opinion on the 2009/10 accounts and reported their findings to the Business Efficiency Board on 30 <sup>th</sup> September 2010.
<b><u>FSLI 4</u></b>	The percentage of all invoices which were paid in 30 days	N/A	90.00	90.67		N/A	No comparable data for 2010/11
<b><u>FSLI 5</u></b>	Proportion of Council Tax collected	97.00%	96.00	97.00			Same collection rate as last year which was a record for the authority.
<b><u>FSLI 6</u></b>	The percentage of Business Rates which should have been received during the year that were received	99.73%	97.75	97.59			Collection rates are marginally lower than the annual target.
<b><u>NI 181</u></b>	Time taken to process HB CTB new claims and change events	7 days	14	5.78			Performance is better than 2009/10 and also better than target



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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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<b>Corporate Health</b>							
FSLI 2	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes			<p>The Audit Commission's Annual Governance Report from September 2010 stated that the financial statements audit '<i>has not identified any material weaknesses in internal control</i>'.</p> <p>The report also stated that '<i>The Council has a proven track record of robust financial management and good financial standing which has continued in 2009/10</i>'.</p>




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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
FSLI 3	Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.	Yes	Yes	Yes			<p>The Audit Commission's Annual Governance Report from September 2010 commented favourably on the work undertaken by Internal Audit in regard to the Council's antifraud and corruption arrangements:</p> <p><i>'The Council is an active participant in the National Fraud Initiative (NFI). The Business Efficiency Board's work plan was revised in 2009/10 to include regular reports and updates on counter fraud activity. These reports include details on all fraud related issues including NFI matches, investigations and successful recovery of monies to the Council. There is a fraud e-learning package for officers and members on the Council's intranet and high numbers have registered for the training. No major employee frauds have been identified at Halton during 2009/10'.</i></p>




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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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<b>Cost &amp; Efficiency</b>							
FSLI 7	Achieve investment returns for the year higher than benchmark	2.76%	0.42%	2.19%		N/A	Despite continued low rates of interest, the Council's investment interest is currently above the benchmark. This is due to having obtained a number of advantageous fixed rate investments last year which are now coming to an end and therefore actual rates achieved will come more into line with the benchmark during 2011/12.




## Appendix 5 Explanation of Symbols

Symbols are used in the following manner:

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

#### Direction of Travel Indicator

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

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

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	ICT & Support Services
<b><u>Period:</u></b>	Quarter 4 – 1 <sup>st</sup> January to 31 <sup>st</sup> March 2011

### 1.0 Introduction

This monitoring report covers the ICT Services fourth quarter period up to period end 31<sup>st</sup> March 2011. It describes key developments and progress against key objectives and performance indicators for the service.

The Department's Quarter 4 Financial Statement will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June.

The way in which symbols have been used to reflect progress is explained within Appendix 5.

### 2.0 Key Developments

With the delivery of a new telephony system; Microsoft Lync, the release of Windows 7 supported by the release of Office 2010 to a 200 users trial; added to this, the relocation of all staff based at Catalyst House to the 1<sup>st</sup> floor of the Municipal building including the contact centre; this quarter brought with it some technical and logistical challenges.

The relocation was a success, with the exception of a few issues caused by an external supplier, BT. All services and staff are now up and running using and testing the new software solutions that will be rolled out across the rest of the authority starting in September 2011.

The members ICT upgrade program also started successfully this quarter with a large number of members upgrading their equipment to the new netbook devices.

#### Care First 6

The Oracle upgrade is now complete. The CF6.9 application upgrade is underway and anticipated to be installed within a test environment by end of March 2011. This is an ongoing initiative as part of the wider project.

### **CF6 Adults & Community Directorate**

Development of the Personalisation Portal is progressing well. Quick links are being established on the externally hosted site, including the development of the mapping processes that leads the service user to the relevant content pages on Halton's internet site. It is anticipated that the portal will be Live April 2011.

SAQ (Supported self-assessment questionnaire) and PIR (Personal Information record) gap analysis has been approved by senior managers. The electronic SAQ is currently under development, including the analysis of the RAS (Resource Allocation System) calculation.

The electronic PIR is also being developed within CareFirst 6. It is anticipated that IAT (Integrated Assessment team) will benefit from using this form prior to the complete system build being live.

### **Lync Telephony Solution**

The new digital telephony solution "Microsoft Lync" is now in place on the 1<sup>st</sup> floor of the municipal building, testing is underway and a demonstration of the solution is available to all members wishing to review the functionality and capabilities of this new solution, that offers not only the expected voice capabilities but video messaging, instant messaging and a number of other communication solutions that link to both the email and Microsoft Office User Interface.

## **3.0 Emerging Issues**

### **CF6 Adults & Community Directorate**

Care arrangers business processes have been documented and signed off. Development work cannot take place until current financial data is cleansed and system set-up is completed. A workshop is taking place with OLM, to identify the level of data cleansing required together with the system set up needed for CareFinancials implementation. Go live is dependent upon the CF6.9 upgrade and data quality cleansing of all historically loaded service packages within CareFirst 5.

### **CF6 Children & Young People Directorate**

User Acceptance testing (UAT) for the majority of the ICS forms took place on 17th, 18th and 21st March. A further UAT day has been arranged for the 11th April 2011, where the remaining 5 forms will be fully tested. User Acceptance testing has proved successful and feedback on the system from the users has been extremely positive. The principal performance and improvement officer has confirmed that all C&YP statutory reporting requirements can be extracted from the newly developed electronic Care Assess forms within CareFirst 6.

Live system builds for both Children In Need Teams are due to begin 28th March 2011.

Training dates for all managers, Social Workers and Community Support Workers within these teams have been arranged for May 2011. The Go Live target date for Children In Need Team Widnes is still on track for 6th June 2011. Social Care IT Development Officers will be situated within the team at the point of going Live. Both team builds will be complete by this date but the decision has been made to have a phased implementation due the user support required.

A review is scheduled for 8th June when Children & Young Peoples project leads will decide whether Children In Need Team - Runcorn will Go Live on either the 13th or 20th June 2011.

**Web Site**

Having now taken on the project to enhance the functionality of the front facing Web Site the project needed to refocus its direction and a project team has now been set up comprising of internal ICT and Marketing and Communications staff. A project plan has been set and agreed by all departments involved – the focus of this plan is to initially develop the search facilities and enable a simpler route to information. The project will report on a monthly basis to a project board and updates will be detailed with each of the quarterly PPB reviews.

**4.0 Service Objectives / milestones**

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

<b>Total</b>	<b>19</b>		18		0		1
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Progress to date is positive with the exception of the ICT 02 target for the Desktop Virtualisation program, as this is under review as a comparison evaluation against the new version of Citrix Zen App is currently being undertaken. Further details concerning progress are provided within appendix 1.

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

<b>Total</b>	<b>2</b>		2		0		0
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A positive performance was shown throughout all targets, with the exception of a minor server outage that was controlled and limited to 2 hours for this individual device. Additional details concerning progress 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 have achieved their annual targets. Details are provided within appendix 3.

### 5.2 Progress Against 'other' performance indicators

Total	9		9		0		0
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All 'Other' Performance Indicators have achieved annual target. Details are provided within appendix 4.

## 6.0 Risk Control Measures

During the development of the 2010 -11 Service activities, 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 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 4	Supporting Commentary
Active Directory Phase 3 <b>March 2011</b>		The Group Policy for Windows 7 has been completed and is being tested by members of ICT Services with a view to begin rolling it out towards the end of Q1 2011/12.
End of Life PC Replacement Phase 3 <b>March 2011</b>		This is an on-going project utilising the Accucheck Asset Management software to enable out of warranty PC's and Laptop's to be replaced as part of this programme.
VM Ware Phase 4 <b>March 2011</b>		This phase of VMware involved the upgrading of ten physical VMware servers to the latest version of the software. The 10 VMware servers support over 200 virtual servers. This has been completed.
Wide area network review/upgrade <b>March 2011</b>		The wide area review has been completed. From this review an upgrade was planned to allow the reconfiguration of the WAN so that Quality of Service (QoS) is enabled for the new telephony system. This has been completed.
Local area network evaluation <b>March 2011</b>		Cisco Edge Network Switch replacement capital bid successful. The switches have been ordered, delivered and the majority have been installed.
Wide area wireless networking <b>March 2011</b>		Evaluations of options taking place in order to provide a cost effective Wireless Wide Area Network.
Introduction of Voice Over Internet Protocol (VOIP) Services <b>March 2011</b>		Microsoft Lync has been installed and is being tested by ICT and members of Admin Services. Funding was agreed in Q2 and 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

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


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

Milestones	Progress Q 4	Supporting Commentary
352 PC & Laptop replacements <b>March 2011</b>		This is on target for March 2011. This work forms part of the ICT Capital Maintenance Programme
Virtualisation of a further 40 servers <b>March 2011</b>		This has now been completed, there are now over 240 operational servers that have been virtualised
Desktop virtualisation programme Phase 3 <b>March 2011</b>		Work has not yet started activities have been integrated into work plans, but are resource dependent and subject to competing priorities.




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

Milestones	Progress Q 4	Supporting Commentary
Corporate wide SharePoint portal Phase 2 <b>March 2011</b>		SharePoint is live in a pilot mode within ICT Services with further deployment opportunities being explored. Links with the Corporate EDRM Project have been established.
Phase 3 rollout Customer Service Delivery <b>March 2011</b>		CSD is being used within HDL, Planning, H&C, CYP, ICT and the Intranet. The new ICT Structure and Strategies will inevitably offer opportunities for its further deployment to provide efficiency


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

		improvements.
ICT Security Strategy review <b>March 2011</b>		With the restructure complete and staff in place, this piece of work has now commenced.
Code of Connection compliance review <b>March 2011</b>		HBC has received full compliance for Code of Connection 4.1 in June 2010
Evaluate, analyse, deploy corporate and directorate process review <b>March 2011</b>		On-going 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 4	Supporting Commentary
Continuing improvements and enhancements to CSD system- <b>March 2011</b>		Work continues on developing CSD to meet requirements identified by end users completing work requests, client liaison meeting and business process re-engineering. For example, CSD now incorporates the corporate Major Incident Management System (MIMS) and a replacement for the CIT Service Desk is currently under User Acceptance Testing. Future developments include document management and CSD Web / Halton Online.
Continuing workflow implementation- <b>March 2011</b>		Workflows are developed as needed. Workflows exist relating to CSD and 'I Want IT'. These workflows will be developed further as required. Future workflows will be developed around 'I Want Admin' and 'I Want HR' where a requirement is identified.
Improvement and enhancement of all customer interfaces <b>March 2011</b>		Work has commenced on two new phases of the Corporate Desktop Portal with 'I Want Admin' and 'I Want HR' now in development alongside continuing development of the existing 'I Want IT' portal. 'I Want Admin' went live in November.

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


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

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





Milestones	Progress Q 4	Supporting Commentary
<i>Deliver business transformational projects identified by the corporate BPR programme <b>March 2011</b></i>		This work is on-going in line with corporate efficiency and existing ICT work programmes.



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

Milestones	Progress Q 4	Supporting Commentary
<i>Procure and implement new systems / working arrangements by <b>September 2010</b></i>		Funding was secured and project implementation has commenced. The tender was issued and a contract signed with Digital IP, a specialist in Unified Communications. The installation of Microsoft Lync is now live and undergoing continued real-time testing. The use of Voice Over Internet Protocol (VOIP) technology should have a significant longer-term benefit in respect of telephony costs and the Councils Accommodation and Flexible Working strategies. See comments at emerging issues.

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













Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b><u>ITCLI 1</u></b>	Average availability of the Council's operational servers (%).	99.43	99	100			No problems were encountered in this Quarter for the major Council Systems
<b><u>ITCLI 2</u></b>	Average availability of the Councils WAN infrastructure (%).	99.89	99	99.99			One 2hr outage was experienced during this Quarter. High levels of availability are being maintained which allows consistent delivery of services despite the building works on 1 <sup>st</sup> floor Municipal Building.

Service Delivery							
<b><u>ITCLI 6</u></b>	Member Support: % of calls responded to within 1 working day	100	95	99			New devices have now been issued to a number of Members following a successful trial. The rollout has gone well.







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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	68	65	73			The successful completion of the restructuring of ICT Services has seen a new emphasis placed on first point of contact problem resolution. This has paid dividends with a large increase in the number of calls resolved at first point of contact.
ITCLI 4	% Of all responsive repairs completed within 2 working days.	88	80	91			An extremely positive result again justifying the ICT restructure and emphasis on using industry standard ITIL practices in developing the new ICT Service Desk.
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						An excellent result again showing the Value of the restructure and the continuing use of industry standard ITIL practices
	Priority 1	100	85	100			
	Priority 2	100	90	100			
	Priority 3	100	95	100			
	Priority 4	100	100	100			

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




Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery / Quality							
ITCL17	% E-mail accounts set-up within 3 working days of receipt.	91	80	90			Email remains on target and has seen little change to the service delivery with the implementation of the .GCSX secure email services.
ITCL18	Average working days from order to completion of a new PC	9	10	11			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
ITCL19	Average working days from delivery to completion of a new PC	4	5	5			New PC Build has now been developed and this is back on target..






## Appendix 5: Explanation of Use of Symbols

Symbols are used in the following manner:

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

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

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

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

## Departmental Quarterly Monitoring Report

**Directorate:** Resources

**Department:** Organisational Development & Human Resources

**Period:** Quarter 4 1<sup>st</sup> January – 31<sup>st</sup> March 2011

### 1.0 Introduction

This monitoring report covers the Human Resources Division fourth quarter period up to 31<sup>st</sup> March 2011. It describes key developments and progress against all objectives and performance indicators for the service.

The departments quarter 4 Financial Statement will be prepared once the Council's year-end accounts have been finalised and will be made available via the intranet by 30<sup>th</sup> June.

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

### 2.0 Key Developments

During its first year the Human Resources and Learning and Development Centre of Excellence achieved a number of notable successes. These include the Investors in People re-assessment where the inspectors commented on the "outstanding training opportunities" available and the H.R. contribution to both the Adults Inspection and the Children's Safeguarding Inspection which noted that H.R. practice in these areas was "exemplary".

There have been significant restructuring exercises following the budget proposals resulting in large numbers of employees leaving the organisation through voluntary redundancy and voluntary early retirement. This has involved considerable consultation with the trade unions. Training was provided for managers in the application of the redundancy selection process and compulsory selection meetings have been held.

Employees placed at risk of redundancy were supported by a comprehensive suite of training programmes and through H.R. and Learning and Developments attendance at a series of road shows.

The Learning and Development Team have promoted literacy and numeracy ELEV8Te, in conjunction with the Adult learning Team and have developed E-learning across the organisation.

In addition, a Coaching Forum network has been developed with a view to increasing performance coaching within each Directorate.

Work has continued through Wave Two of the Efficiency Programme which involves a review of transactional H.R. processes and it is hoped to shortly go live with an automated "I want H.R." establishment control process for Amendments to Establishment.

Through consultation with employees and the trade unions, it has been agreed that we will implement a Christmas closedown this year and the quarter has also seen significant work involved in the TUPE transfer of two schools who are becoming Academies.

### 3.0 Emerging Issues


Work will continue with managers and trade unions as we begin to consider the next round of budget proposals. This will involve union consultation, training for managers and members, road shows to support employees who may be placed at risk and estimates for VER/VR. In addition, work will soon begin on reviewing the Staffing Protocol.

Discussions have commenced concerning the transfer of the Public Health function into the Council, which will potentially see a considerable number of people transferring into the Council.

The new Organisational Development Group, which replaces the Corporate Staff Development Group and Flexible Working Group, has started work on a new People Strategy and the Learning & Development Team are developing a Skills for Change for Managers Course to complement the current course for at risk employees.

### 4.0 Service Objectives / milestones

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

<b>Total</b>	<b>5</b>		<b>5</b>		<b>0</b>		<b>0</b>
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All key objectives milestones were achieved as planned although the high level organisational restructure has meant that some IT development work has been re-programmed. Additional information is provided within Appendix 1.

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

Total	-		-		-		-
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There are no 'other' objectives / milestones for the service.


#### 5.0 Performance indicators

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

Total	6		2		0		4
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A number of targets, relating the employment of disabled / BME employees have marginally failed to achieve their planned year-end target although none have shown a significant deterioration over the preceding year. Additional details are provided within Appendix 2.

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

Total	0		0		0		0
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There are no 'other' performance indicators 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.

As a result 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 Explanation of the use of symbols

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

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

Milestones	Progress Q4	Supporting Commentary
Develop and implement electronic management systems of approval and establishment revision by <b>Dec 2010</b>	Refer comment	Work concerning process requirements is now complete but there continue to be some reconfiguration of this as, in effect, the post structure and lines of reporting in Trent have had to be rebuilt as we moved to three Directorates. This will impact on levels of authority to act, which will need to be reflected in this process.
Implement revised arrangements for ensuring consistency and continuity in financial / structural databases and information systems by <b>Feb 2011</b> .		As above

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

Milestones	Progress Q4	Supporting Commentary
Implement further modules of manager / employee self-serve		The Training modules have been rolled out further than Open Spaces and consideration is being given, through the Transactional Process Review Work Stream to implement car mileage claims through the self serve module.
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 H.R. processes and is hoped to shortly go live with an I

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

		Want H.R. portal.
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

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

Milestones	Progress Q4	Supporting Commentary
Establish ICT infrastructure requirements <b>October 2010</b>	<input checked="" type="checkbox"/>	E- Learning is now in place for both employees with existing internet access and arrangements have been made for equipment to be available for employees who do not personally have internet access.
Deliver pilot project within Adults and Community Directorate by <b>Dec 2010</b>	<input checked="" type="checkbox"/>	Pilot completed and courses rolled out.
Evaluate opportunities for further development by <b>March 2011</b>	<input checked="" type="checkbox"/>	Road shows planned to further market existing courses and develop opportunities for new E-Learning courses.









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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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**Corporate Health**



<b><u>ODHR LI 1</u></b>	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5	9.68			Although the target has been marginally missed the development of appropriate management interventions continues to impact positively upon this measure.
<b><u>ODHR LI 2a</u></b>	Total FTE Establishment	4431	N/A	4269			The purpose of these measures is to monitor vacancies/leavers to establish trends in order that any developing situation can be proactively managed. The number of leavers in the period includes school staff, which following previous trends, increases at the end of the academic school year.
<b><u>ODHR LI 2b</u></b>	Total Staff (head count)	N/A	N/A	5642			
<b><u>ODHR LI 3</u></b>	Current advertised vacancies	N/A	N/A	52			
<b><u>ODHR LI 4</u></b>	Current Leavers (head count)	N/A	N/A	189			

**Fair Access**

<b><u>ODHR LI 5</u></b>	The percentage of top 5% of earners that are						The numbers of staff within these discrete groups has remained relatively constant over recent years and is not presently showing any cause for concern.
	a) women	46.81	45.00	51.37			
	b) From BME communities.	0.86	2.00	2.22			
	c) With a disability	2.01	3.30	1.45			
<b><u>ODHR LI 6</u></b>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.23	1.50	1.15			Performance remains in line with the levels of 2009 – 10 although the annual target has not been achieved.






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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<b><u>ODHR LI 7</u></b>	Minority Ethnic community staff as % of total workforce.	0.77	1.00	0.82			Although the annual target has not been achieved in relation to this measure it remains proportionate to the local population.
<b><u>ODP LI 8</u></b>	% Of economically active disabled people in LA area.	13.6	N/A	14.8	N/A	N/A	These measures are included within the report to provide a context to staffing levels indicated above.
<b><u>ODP LI 9</u></b>	Economically active BME population in LA area.	1.0	N/A	0.9	N/A	N/A	

Appendix 3: Explanation of Symbols
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Symbols are used in the following manner:

**Progress****Objective****Performance Indicator**

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

**Direction of Travel Indicator**

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

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

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Environment & Economy
<b><u>Department:</u></b>	Property Services
<b><u>Period:</u></b>	Quarter 4 - 1 <sup>st</sup> January – 31 <sup>st</sup> March 2011

### 1.0 Introduction

This quarterly monitoring report covers Property Services fourth quarter period up to 31<sup>st</sup> March 2011. 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 5.

### 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 31<sup>st</sup> 2010, the new structure will formally be adopted from April 1<sup>st</sup> 2011.

Following on from a review of the Corporate Cleaning Service undertaken by I Clean Systems Ltd, an external specialist cleaning consultant a report was presented to management team proposing that Cleaning Services remains as an in-house service but undergoes a restructure of the service and the way it delivers it's functions in order to generate efficiency savings. This restructure has since commenced and will be fully implemented in June 2011.

The level of resources required to support the Mersey Gateway team with regards to the acquisitions process has now been agreed. Team members start to be deployed, with the team commencing in April 2011 and the level of resources increasing as the need arises over time.

**3.0 Emerging Issues**

The Acquisition process for the Mersey Gateway project, once vesting has taken place, will create a significant workload for the division, plans are in place however for ensuring this is adequately resourced.

The authority is now aware of the level of funding available in 2011/12 for maintenance and basic need works within schools which will be circa £3.5m. This is significantly more than in previous years as such will generate a significant amount of workload for the division, we are currently liaising with Education with regards planning this workload.

**4.0 Service Objectives / milestones**

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

<b>Total</b>	4		3		1	
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The majority of the key objectives have been met however we are still currently in the process of updating all the condition survey data for the corporate building stock which will help inform the maintenance backlog figure as such we cannot confirm the final outcome of that objective as yet. The reducing budgets are likely to have an adverse effect on this indicator.

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

<b>Total</b>	N/A		N/A		N/A		N/A
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N/A



## 5.0 Performance indicators

### 5.1 Progress Against 'key' performance indicators

Total	6		1		0		2
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The three indicators with regards carbon emissions and air quality can not be reported on as yet as figures are only available annually around late June time. The 2 red flags are with regards the occupancy levels within our industrial units and Widnes Market, whilst neither have reached the target set both are up on last year's figures as such there is a positive direction of travel. The slow economy recovery hasn't lead to as many new companies as envisaged taking on space hence the figures being slightly below those envisaged.

### 5.2 Progress Against 'other' performance indicators

Total	9		4		0		2
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The three indicators with regards energy consumption can not be reported on as yet as figures are only available annually around late June time.

One of the red flags is with regards the percentage of rent collected for the industrial units, whilst this is slightly below the target set it is increased on last year as such has a positive direction of travel. The other red flag is with regards the time performance on contracts over £50,000 in value, of the 13 projects completed 11 were completed with the timeframe, 1 being delayed as the contractor went into liquidation the other due to supply problems.

## 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 Financial Statement
- Appendix 5 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 4 Progress	Supporting Commentary
£3.2Million <b>March 2011</b>		<p>The Condition survey data is still being updated as such we cannot determine the outcome of this priority as yet. The reducing maintenance budget will have an adverse effect on the backlog of maintenance.</p> <p>There are circa 20 surveys in total to update out of circa 180, these should be completed within a 3 month period.</p>

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 4 Progress	Supporting Commentary
1st Floor Municipal to commence in <b>spring 2010</b> and complete in <b>early 2011</b>		Works have been completed to the first floor and staff took occupation in March. Works to the ground floor are ongoing and are due for completion early July 2011.

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

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

Milestones	Q 4 Progress	Supporting Commentary
Confirm 100% compliance <b>March 2011</b>		<p>Asbestos surveys are updated on an annual basis, this being an ongoing process.</p> <p>There are buildings that haven't been updated for valid reasons, the buildings may be closed, as such we wouldn't do a management survey but a demolition/refurbishment survey once a decision has been made about its future, others have been held over as the building may have been undergoing refurbishment as such they may have had a demolition/refurbishment asbestos survey as part of that project so will only need a further management survey a year down the line.</p>







Ref	Objective
PS O4	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum).

Milestones	Q 4 Progress	Supporting Commentary
Complete review & update of surveys <b>March 2011</b>		Update of access audits completed following improvement works being undertaken. Remaining relevant priority 2 works to be addressed over the next 12 months.



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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b><u>PYSLI 3</u></b>	Occupancy of Industrial Units	77	90	81			Whilst the percentage figure does not meet the set target for the year, the figure is up on last year.
<b><u>PYSLI 5</u></b>	Occupancy of Market (Widnes) %	78	86	79			Average of Market Hall, Open Market & Flea Market.
<b><u>PYSLI 7</u></b>	Occupancy of Market (Runcorn) %	61	65	71			Street Market only.
<b><u>NI 185</u></b>	CO <sub>2</sub> Reduction from LA operations	4.5% reduction	4% reduction	N/A	N/A	N/A	Annual figures for CO <sub>2</sub> emissions are reported once a year and will not be available until June/July. NI 185 has been discontinued however we will still be reporting on emissions for Carbon Reduction Commitment (CRC) purposes.

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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<b><u>NI 186</u></b>	Per capita reduction in CO <sub>2</sub> emissions in the local authority area	7.8% reduction	11.1% reduction	N/A	N/A	N/A	Figures not yet available from Defra, it is anticipated however that there will be a percentage reduction in the per capita emissions the extent of this is not certain however.
<b><u>NI 194</u></b>	Air quality - % reduction in NO <sub>x</sub> and primary pm10 emissions through local authority estate and operations	4.1% reduction	-	N/A	N/A	N/A	Annual figures for air quality were linked to NI 185 which has been discontinued, we will not therefore be reporting on this in the future.

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



Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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<b>Cost &amp; Efficiency</b>							
PYSLI 2	% Cost Performance on projects over £50k (Contract Let to Practical Completion within 5% of the allotted cost – excluding Client changes)	90	92	100			All 13 projects have been completed with 5% of the budget.
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) (Industrial units)	87	95	92			Whilst the percentage figure does not meet the set target for the year, the figure is up on last year.
PYSLI 6	% Of rent collected as % of rent due Widnes market	94	95	95			The figure meets the set target and exceeds last years figure.
PYSLI 8	% Of rent collected as % of rent due Runcorn market	88	95	99			Street Market only – rent collected daily.

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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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**Fair Access**

PYSLI 12 (BVPI 12)	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people (previously BVPI 156)	80	82	83			A number of buildings have closed since last year and we have gained the CRMZ (The Central Rooms), the resultant of which is that the overall percentage has increased above the set target.
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**Energy Use**

PYSLI 9	Electrical consumption in KWh/m2 within corporate buildings	94.31	% reduction	N/A	N/A	N/A	Annual figures for CO <sub>2</sub> emissions are reported once a year and will not be available until June/July 2011.
PYSLI 10	Gas consumption in Kwh/m2 within corporate buildings	161.72	% reduction	N/A	N/A	N/A	Annual figures for CO <sub>2</sub> emissions are reported once a year and will not be available until June/July 2011.

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




Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
PYSLI 11	Water consumption in m <sup>3</sup> /m <sup>2</sup> within corporate buildings	0.58	% reduction	N/A	N/A	N/A	Annual figures for water consumption are reported once a year and will not be available until June/July 2011.
<b>Service Delivery</b>							
PYS LI 13	Time performance on projects over £ 50 K (Contract let to practical completion within a margin of 5% - excluding Client changes)	92	92	85			11 out of 13 projects were completed within the 5% margin, one project was delayed as the contractor went into liquidation and a second was delayed due to supplier problems.

**Appendix 4: Financial Statement**

The Department's quarter 4 financial statement will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June 2011.




### Appendix 5: Explanation of Symbols

Symbols are used in the following manner:

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

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

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

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

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Adult and Community Directorate
<b><u>Department:</u></b>	Catering and Stadium Services
<b><u>Period:</u></b>	Q4 - 1 <sup>st</sup> January 2011 – 31 <sup>st</sup> March 2011

### 1.0 Introduction

This quarterly monitoring report covers the Catering and Stadium Services fourth quarter period up to 31<sup>st</sup> March 2011. 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 6.

### 2.0 Key Developments

#### **THE STADIUM**

##### **Pitch Activities**

##### **Widnes Vikings**

An announcement was made on 31<sup>st</sup> March, (live on SKY TV), confirming that Widnes Vikings will be granted a place in the Super League for the playing seasons 2012 – 2015.

Over 700 fans crammed into the Stadium to hear the news and subsequently celebrated as if Widnes had won the Challenge Cup. Clearly this level of passion proves that Widnes will get significant support in the top flight.

The Chairman also announced that a new membership scheme will be introduced that is both affordable and value for money. Rather than purchasing a season ticket fans can become a monthly member at a cost of £13. This allows access to all home matches. It will also have other benefits such as reduced price membership to the fitness suite and access to the sports bar. Members will also receive a newsletter and general updates regarding the Stadium and the Vikings. It is the first time this type of scheme has been introduced into Ruby League.

The return to the top flight will have positive implications for the Stadium and the Borough economy as a whole.



### World Cup Bid 2013

The Stadium has registered as a potential venue for both a training camp and tournament venue for the 2013 World Cup; a detailed bid has been submitted that has required the backing and support of a number of our key partners.

The bid contains details of how we will support and promote the game of Rugby League leading up to, and beyond, the tournament. Two of our local hotels have also joined the bid in an attempt to be the team base camp.

We will find out if we have been successful in getting through to the next stage within a few months.

### Rugby League University Games

This event had, up until last year been held in Halton for a number of years. The Stadium is pleased to report this event returned to Halton in 2011, following a disappointing event last year in Leeds.

The event was contested by 8 teams from all over the UK over the week-end of 25<sup>th</sup> March, over 200+ rooms were booked for 2 nights in our local Hotels.

The organisers commented on the quality of facilities and excellent support given by all parties involved in the organising of the event.

### New Gantry

The new TV gantry was completed on time and in budget. It was used for the first time for the St Helens game in February, which was a well attended game, (10,700), against Warrington. To date St Helens has had five home games at the Stadium and over 40,000 have attended, the feed back from the visiting fans has been very positive.

The feed back from SKY was also very positive; they have contributed £25K to the gantry project.

One of the advantages in having the new gantry 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.

### **Non-pitch activities**

#### Sports Bar

The recently rebranded Sports Bar now has a full programme of activities, in line with the special Business Plan. This has seen income increase by 54% in the past four months compared to the corresponding period last year.

### Crucial Crew

Crucial Crew, which is a multi agency initiative that raises awareness to school children of a range of dangers, was again held here at the Stadium, with over 1,500 school children attending the event over a two week period. This is the 6<sup>th</sup> year running this event has been held at the Stadium.

### **Stadium Fitness**

#### Membership

The membership of Stadium Fitness is continuing to increase; the new staff structure and opening times will now drive forward a number of initiatives that will continue this trend.

Income from membership fees has been increasing each month since December. Full Membership is now £27.00 per month and £20.00 per month to HBC staff and family members. Classes cost £4.50 and are available at a concessionary rate of £2.25 using a Halton Leisure Card; if a student, unemployed, over 65 or retired.

#### New Classes

New classes include a Zumba class, which is proving very popular on Monday evenings, with a further new session starting on Wednesday mornings in May. Stadium fitness has also gained new members from this class, which has also led to an increase in the Crèche numbers.

The family Karate is also very popular, there are 3 session a week, participants pay £3.00 per session or £6.00per session per family or a family membership for £50.00 per month payable by direct debit. Other classes for children families and older people continue as normal.

#### Annual "Maureen King" Pink Ball

The Maureen King Pink Ball held in February was a brilliant success, the evening raised over £8000 for the Breast Cancer Campaign. The event was attended by over 350 people, a number of whom have already booked a table for next year.

#### Halton Haven Support

In March a charity sun salutation yoga event was held and raised £1500 for Halton Haven.

#### Paralympic Games

The Stadium is supporting Jack Hunter-Spivey to achieve his goal to play Table Tennis in the 2012 London Paralympic Games. The fitness instructors arrange regular fitness programmes and challenges for Jack in the gym and a fund raiser was held that raised over £1,000 that will help Jack in his build up to the games.

## **CATERING**

### **School Meals**

#### **Wade Deacon High School**

Wade Deacon Lower School kitchen closes after the May Bank Holiday. The Upper School and Peel House Lane kitchens will be used to cater for all the pupils and staff in school. There will be 900 children on the Peel House Lane site and 600 on the upper site with a new staffing structure that is expected to make a saving of a 37hr Catering Supervisor and 3x 10hrs and 1 x15hrs assistants.

#### **Fit4Life**

School Catering Supervisors are going to work with the Health Promotion Team by cooking with the children after school. There are currently 8 schools in Halton being targeted as part of the obesity programme.

#### **Hospitality Assured**

Halton School Meals Service is one of only a handful of Local Authorities that has achieved the standard required by Hospitality Assured. A team of inspectors visit the Authority and during the visit will randomly pick a number of schools to inspect, for the past three years Halton has increased the overall score. The Inspectors are next due in late Spring.

### **Civic Catering**

#### **Civic Visits**

A number of neighbouring Local Authorities have visited the Borough over the past few months, on each occasion the Mayor of Halton has received numerous letters of thanks and commendations which made reference to the quality of service and facilities in the Borough.

#### **Municipal Buildings**

The brand new “Starbucks” style Coffee Shop on the ground floor of the newly refurbished Municipal Buildings is proving very popular with staff, visitors and the public.

### 3.0 Emerging Issues

#### Food Purchasing Contracts

##### Increases in Food and Drink Costs


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 and the Brewery tender.

### 4.0 Service Objectives / milestones

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

<b>Total</b>	<b>6</b>		<b>5</b>		<b>0</b>		<b>1</b>
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Five out of the six 'key' objectives and milestones have been achieved with one exception relating to the operation of the new Halton Stadium Website. This is now part of a wider corporate website programme between IT and Marketing and Communications for 2011/12. Details on all 'key' objectives and milestones can be found in Appendix 1.


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

<b>Total</b>	<b>10</b>		<b>7</b>		<b>0</b>		<b>3</b>
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Progress against the 'other' objectives and milestones has also been good with 7 out of the 10 being achieved. As previously reported two milestones not achieved relate due to lack of funding given the present economic climate. These are in respect of the extension of the cashless payment Smart Card scheme to additional schools and for healthy eating initiatives in conjunction with the PCT. Measurement of customer satisfaction with Stadium Community Services will be progressed in 2011. Details of all the 'other' objectives and 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 the 'key' performance indicators have been exceeded, with an increased take up noted of free school meals over the last quarter and a general improvement in the take up of healthy school lunches. Details of all the key indicators can be found in Appendix 3.

### 5.2 Progress Against 'other' performance indicators

Total	7		6		0		1
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Again, performance of all 'other' performance indicators has generally been excellent, with the number of catering staff achieving formal qualifications significantly exceeding the target set. One exception is noted for the costs per secondary school meal narrowly missing the target, though significant reductions were noted in the last quarter given rising food prices. Further details of all other performance indicators can be found in Appendix 4.

## 6.0 Risk Control Measures

There are no high priority risk control measures.

### 7.0 Progress against high priority equality actions

There are no high priority equality actions to report.





## 8.0 Data quality statement

The author provides 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 '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	<b>Increase the community usage of the stadium and to maintain and improve the health of Halton residents.</b>	
Milestones	Progress Q 4	Supporting Commentary
Identify areas for improvement in line with the Business Plan and Marketing Plan. (This will drive the development of milestones for 2011/12). <b>Oct 2010.</b> (AOF2)		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 at the Stadium and the move into Super League by Widnes Vikings.
Develop a new, user friendly, interactive, Stadium website, <b>Dec 2010.</b> (AOF7)		Progress has been delayed in this area given a number of staffing issues. Now as part of a wider corporate website project, between IT and Marketing and Communications, the Stadium website has been included and this project is underway.
SH 2	<b>Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution</b>	
Milestones	Progress Q 4	Supporting Commentary
Review and identify areas for improvement in line with the Business Plan and Marketing Plan, <b>Oct 2010.</b>		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 and the move into Super League by Widnes Vikings.
Host a wedding fayre in <b>Oct 2010 and Feb 2011</b> and a business fayre in <b>Jul 2010.</b>		A Wedding Fayre has been programmed in for the Autumn; the Stadium is now regarded as being the number 1 venue for Wedding Fayres in the Borough.





## 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 4	Supporting Commentary
Develop a strategy and action plan to increase the uptake of free school meals. <b>July 2010.</b>		Completed.
Conduct a monthly benchmarking exercise that compares individual school performance. Good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. <b>Mar 2011.</b>		Ongoing, 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	<b>Increase the community usage of the stadium and to maintain and improve the health of Halton residents.</b>	
Milestones	Progress Q 4	Supporting Commentary
<i>Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. <b>Sep 2010.</b> (AOF2)</i>		Completed.
<i>Measure customer satisfaction with Stadium Community Services. <b>Jan 2011.</b> (AOF2)</i>		Discussions have taken place with the Communications team providing guidance as to the best and most cost effective route of proceeding with this initiative in 2011.  An online form will be developed which can be emailed to clients to establish their satisfaction rating and provide a feedback mechanism that can be reported on at any time. The form has been established and is now in the process of roll out for the new financial year.
<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. <b>Quarterly.</b> (AOF6 &amp; 7)</i>		This offer is proving very popular with a wide range of organisations including sporting, recreational and charitable. We have noted an increase in occupancy levels due to this offer 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. <b>Mar 2011.</b> (AOF2 &amp; 7)</i>		Formal documentation has been submitted that could see the Stadium play host to either, a group game or two, and/or, a base training camp for one of the competing teams.  A Stadium inspection will take place later in the year.  A final decision will be made around October 2011.

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

Ref	Objective	
SH 2	<b>Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution</b>	
Milestones	Progress Q 4	Supporting Commentary
<i>Implement Social Club action plan designed to improve profitability, <b>April 2010.</b></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. Takings have increased by over 50% in the last quarter compared to the same trading period last year.
<i>Continue to develop promotional strategy to attract a minimum of 6 large corporate events annually to the Stadium (new Marquee Suite), <b>Mar 2011.</b></i>		This target was achieved within six months.
<i>Review alcohol consumption on to the seated area of the Stadium for Rugby matches, (it is not permitted for football matches), <b>June 2010</b></i>		This review has now been completed and the Safety Team have fully endorsed the decision to allow alcohol on to the seated areas indefinitely.

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

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

Milestones	Progress Q 4	Supporting Commentary
<i>Deliver a promotion and educational campaign, Sep 2010 and Jan 2011.</i>		Completed.
<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>		As previously reported, a number of issues largely organisational existed with the PCT in 2010/11, affecting the working relationship of the Council with the PCT. As these no longer exist, the Council now working with new staff, the Department is more optimistic in securing funding linked to obesity or healthy eating.



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







Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<b>Cost &amp; Efficiency</b>							
<b>SH 1</b>	No. Of meals served versus hourly input of labour (Previously SH LI5)	8.52	8.75	9.20			Productivity levels have increased significantly over the past quarter; the annual target has now been exceeded.
<b>Service Delivery</b>							
<b>SH 7</b>	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools continue to be fully compliant.
<b>SH 8a</b>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	73.73	78	81.22			There has been a significant take up in meals over the past quarter and the annual target has now been exceeded.
<b>SH 8b</b>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	66.91	67.5	79.35			There has been a significant take up in meals over the past quarter and the annual target has now been significantly exceeded.
<b>NI 52a</b>	Take up of school lunches (%) – primary schools	46.38	48	48.84			The uptake figure for quarter 4 has been excellent and has helped pull the annual figure above target, an excellent result.
<b>NI 52b</b>	Take up of school lunches (%) – secondary schools	48.75	49	50.06			The uptake figure for quarter 4 has been excellent and has helped pull the annual figure above target, an excellent result.

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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	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	Refer to Comment.	N/A	N/A	Awaiting financial out turn.
SH 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	10.46	10.70	Refer to Comment.	N/A	N/A	Awaiting financial out turn.

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	24			Exceeded target.
SH 6a	Food cost per primary school meal (pence) (Previously SH LI22a)	69	72	67			There has been a steady reduction of food cost throughout the year, this is an excellent result.
SH 6b	Food cost per secondary school meal (pence) (Previously SH LI22b)	90.45	92	93			Although the target has not been met, the reduction over the past few months has been very encouraging.

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

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
SH 9	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	670	680	710			The St Helens fixtures coupled with a range of additional activities has seen a dramatic increase in user numbers.
SH 10	Uptake of the Halton Leisure card scheme (Previously SH LI11)	270	300	368			The Halton Leisure Card is still proving a popular initiative with disadvantaged groups.
SH 11	Average number of healthy food initiatives per school (Previously SH LI18)	8	7	8			Exceeded target.

**Appendix 5 Financial Statement**

The Department's quarter 4 financial statement will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June 2011.




## Appendix 6 Explanation of Symbols

Symbols are used in the following manner:

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

#### Direction of Travel Indicator

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

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



## Progress Update Report – Halton Direct Link

**Period:** Q4 - 1<sup>st</sup> January 2011 to 31<sup>st</sup> March 2011

### 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 Division, which combines Customer Services Division with Revenues and Benefits Division into a new structure was formally accepted in January 2011.

All posts within the new structure have been recruited from within Halton Direct Link and the necessary reductions in posts have all been achieved through requests for Voluntary Early Retirement or Voluntary Redundancy.

A review of the Council's Contact Centre is currently ongoing and options for Future Service Delivery models are being explored. The 'As Is' Report, or the current situation, will go to the Efficiency Programme Board in May 2011.

On-going Customer Satisfaction Exit Surveys carried out during quarter 4 have again revealed very positive results. 94% of Customers questioned in the One Stop Shops found the waiting times to be acceptable and 89% of those contacting the Contact Centre found the waiting time acceptable. Quality of Service received was rated very high with 86% of Customers in the One Stop Shops and 90% of Customers using the Contact Centre rating the service as Very Good.

A separate survey was carried out for the Contact Centre Efficiency Review and results of this have shown that there needs to be more awareness raising of the Contact Centre, and what services it provides and hours of opening. A marketing strategy is to be drawn up as part of the 'To Be', future process.

Over the weekend of 25<sup>th</sup> to 28<sup>th</sup> March the Contact Centre relocated to Municipal Building first floor from Catalyst House. The move went relatively smoothly. This also provided an opportunity to fully test the Business Continuity Plans for the Contact Centre, by maintaining service delivery at another as the telephony infrastructure was relocated.

The new facilities at the Municipal building have been designed to foster an efficient and flexible style of open plan working, with a modern ergonomic look. All staff now work in a hot-desking environment and a clear desk policy is in force.

Staff, within the Contact Centre, have settled into their new environment and there is a very positive feel amongst the team in the new surroundings.

### 3.0 Current Progress

#### Objectives/Milestones

<b>Objective CS3</b>
<b>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</b>

<b>Milestone</b>	<b>Progress Q 4</b>
Develop an Implementation, Transition and Development Plan which outlines the activities required to implement the recommendations of the review of Halton Direct Link <b>May 2010</b> (AOF 33).	Refer to comment
<b>Supporting Commentary</b>	
<p>The new structure for Customer Services and Revenues and Benefits was agreed in January 2011 and all posts have been recruited into. The reduction in posts within the One Stop Shops have all been achieved through voluntary means.</p> <p>An implementation team was recently formed to ensure that all systems and procedures required for the new way of working, which sees Benefits officers working within the One Stop Shops, are in place for the agreed date of April 29<sup>th</sup>.</p> <p>A separate review of the Contact Centre is continuing and the 'As Is' report will go to Efficiency programme Board in May 2011. Work is on-going on this review with regards to identifying new, more efficient, ways of working and at least 75% of the savings target has potentially been identified.</p>	

<b>Milestone</b>	<b>Progress Q 4</b>
Following the work stream efficiency assessment of Halton Direct Link, develop alternative options for delivery of the service (if any) <b>April 2010</b> (AOF 33).	Refer to comment
<b>Supporting Commentary</b>	
<p>Several options for delivery of service were presented to the Efficiency Board in January and 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 new structure will be implemented from 29<sup>th</sup> April 2011.</p> <p>A separate review of the Contact Centre is currently on-going.</p>	

Milestone	Progress Q 4
Following implementation of the Transition and Development Plan, undertake an evaluation of the service to ensure that it is meeting the requirements of the people of Halton <b>Mar 2011</b> (AOF 33).	Refer to comment
Supporting Commentary	
Subject to the progress being made in the above milestone.	

### Performance Indicators

Ref	Description	09 -10 Actual	10 – 11 Target	Progress Q4
NI 14	Avoidable Contact: The average number of customer contacts per received customer request.	18.97 %	18 %	Refer to comment

Supporting Commentary
<p>This NI is no longer collected nationally because of the difficulties in ensuring data is collected in a comparable manner.</p> <p>As a result, information regarding this indicator will no longer be collated, but a review of performance indicators will be undertaken once the Efficiency Programme outcomes are known.</p>

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

**DATE:** 24 May 2011

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

**SUBJECT:** Staff Accident/Violent Incident Statistics

**WARDS:** Boroughwide

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

1.1 To report on corporate accident statistics with associated trends for 1st April 2010 to 31st March 2011.

**2.0 RECOMMENDED: that the report be noted.**

### **3.0 SUPPORTING INFORMATION**

3.1 The annual report on corporate annual accidents and violent incidents for the current financial year is appended.

3.2 The report highlights that there has been same number of 'over 3 day' accidents as the previous year and there has been an increase in significant accidents.

3.3 Section 4 in the report outlines through a series of recommendations the actions that are being taken in the light of the information and trends contained in the report.

### **4.0 POLICY IMPLICATIONS**

4.1 The provision of a safe working environment and reduction in accidents is important in order to provide efficient and effective delivery of services (the sixth priority in the Corporate Plan).

### **5.0 OTHER IMPLICATIONS**

5.1 Accidents which lead to lost time have financial implications for the authority (although these are always secondary to our concern for the well being of staff and customers).

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

6.1 Nil.

## **7.0 RISK ANALYSIS**

7.1 There are no particular risks attached to this report. Occupational and workplace risk assessments are used to reduce the likelihood of accidents.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 There are no direct implications for equality and diversity.

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

There are no relevant background documents



**CORPORATE ACCIDENT / INCIDENT REPORT  
MANAGEMENT TEAM  
1<sup>st</sup> April 2010 to 31<sup>st</sup> March 2011**

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## 1. INTRODUCTION

By identifying areas of improvement in health and safety practice should improve the overall health and safety of employees. This will lead to improved staff morale, a reduction in work-related sickness absence and lower insurance premiums. In particular having robust health and safety procedures in place should safeguard against the Authority being prosecuted and any subsequent penalties.

The purpose of this report is to provide Management Team with:

- Statistics to demonstrate how Halton Borough Council as an employer is delivering the new HSE Strategy, 'Being Part of the Solution' and continuing to target reductions in accidents, in particular major<sup>1</sup> injuries."
- Statistics relating to
  - accidents resulting in employees being unable to carry out their normal duties for more than 3 days following the day of the accident (over 3-day injuries<sup>2</sup>)
  - significant<sup>3</sup> accidents.
  - "near miss" incidents
- Statistics relating to violent incidents
- Any identified accident / incident trends and supporting information. By responding positively to identified trends, the Authority can demonstrate compliance with the recommendations of the Health and Safety Executive's guidance HS(G)65 "Successful Health and Safety Management".

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<sup>1</sup> As defined by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, (RIDDOR) 1995

<sup>2</sup> As per footnote number 1. Consultation is ongoing to raise over-3 day injuries to over-7 days injuries

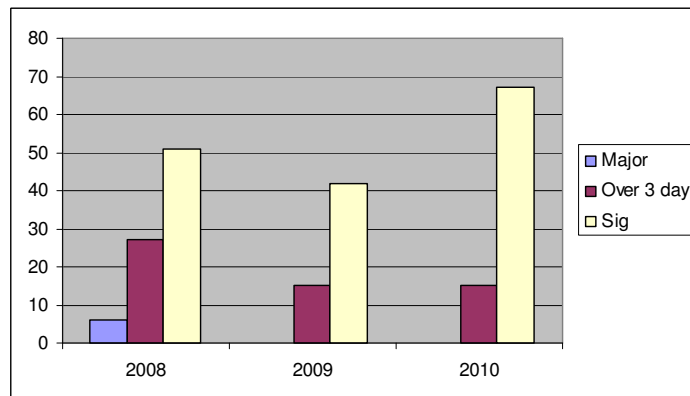
<sup>3</sup> Injuries other than those listed in no's 1 and 2 above, that require more than basic first aid, incur time lost or arise from a failure in health and safety management



## 2. CORPORATE ACCIDENT STATISTICS 2010 / 2011

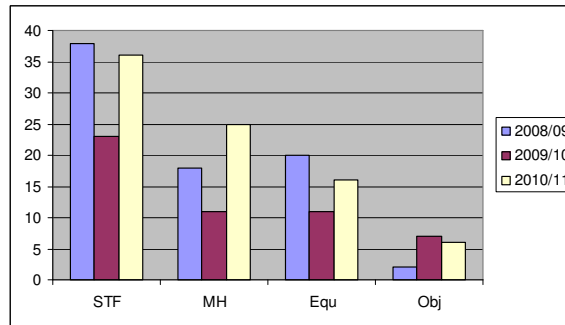
### 2.1. Accident Statistics by Directorate:

Directorate	Major	+ 3-Day	Significant
Resources	0	1	6
Children and Young People	0	2	8
Environment and Economy	0	9	25
Adults and Community	0	3	28
<b>TOTAL YTD 2010 / 2011</b>	<b>0</b>	<b>15</b>	<b>67</b>
<b>TOTAL YTD 2009 / 2010</b>	<b>0</b>	<b>15</b>	<b>42</b>
<b>TOTAL YTD 2008 / 2009</b>	<b>6</b>	<b>27</b>	<b>51</b>



#### Total Working Days Lost:

1. The total days lost is 257 compared to 318 last year.
2. 16 of the 67 significant accidents resulted in time off.
3. Based on the HSE calculations for categories of accidents, the total cost of the accidents to the Authority is £150,000.
4. The accident incident frequency rate is 1.50 per 100 employees compared to 1.29 last year.



5. The categories of accidents that involve the most working days lost are: -

Category	Days Lost		Accidents	
	09/10	10/11	09/10	10/11
1. Slips, trips and falls	60	183	23	35
2. Manual handling	70	9	11	25
3. Use of equipment	14	50	11	16

## 2.2. Near Misses:

1. There were 5 near misses reported and investigated.

## 2.3. Further Information:

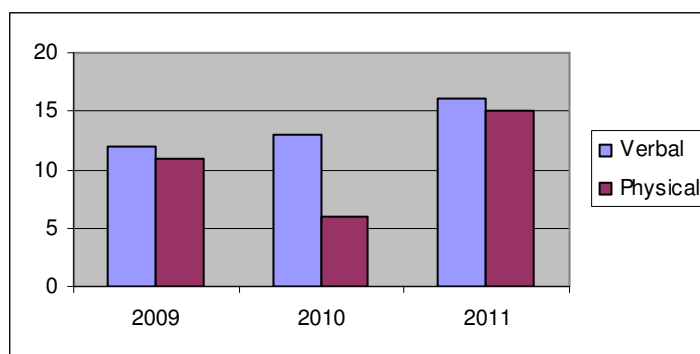
1. There were no 'major injuries' and the same number of 'over 3 day accidents as last year.
2. During the severe winter weather conditions in December 2010 there were 11 incidents involving slips on the ice, in which 4 occurred on Council premises and 4 resulting in sickness totalling 60 working days lost. For the first time Waste Management issued staff with an under shoe, namely the 'spikey shoe', and there were no accidents after they had been issued.
3. There has been an increase in the number of accidents involving equipment from 11 to 16 this year.
4. There were 13 slips and trips accidents resulting from poor housekeeping within premises.
5. With regard to workstation assessments (Cardinus), in the last year there has been a significant reduction in the number of high (56%) and medium (57%) risk injuries relating to workstations.
6. RIDDOR reporting is currently under review and it has been proposed extending 'over 3-day' accidents to 'over 7 days' to fit in with sickness reporting.
7. Nationally there have been several prosecutions of businesses and Local Authorities where they failed to manage asbestos. This included a landmark case involving a pupil at a school where the plaintiff was awarded damages several years later as an adult without having to prove the levels of asbestos he was exposed to. As a result the asbestos corporate and schools policies will be reviewed and updated.

8. The HSE has indicated that they will be auditing Waste Management in autumn this year to ensure compliance with their guidance, 'Waste and Recycling Vehicles in Street Collection'.
9. An electronic Accident / Violent Incident reporting system has been introduced, which has expedited reporting and investigations.
10. An Elearning Risk Assessment training programme was launched on the 1<sup>st</sup> April 2011.
11. An electronic risk assessment system, based on the Intranet, is being developed and will be going 'live' later in the year. This will ensure governance and management control over the completion of premises and occupational risk assessments.
12. There has been an increase in number of 'near misses' reported indicating a proactive approach to managing health and safety.
13. Use of Lone Working Monitoring System statistics that highlights only 20% of those registered are using the system. Also, no one from Mental Health team is registered on the system. Quarterly reports will be produced by the Contact Centre and forwarded to the respective managers.

	<b>Registered</b>	<b>Used</b>
Adults & Community	133	17
Children and Young People	111	25
Resources	49	13
Environment & Economy	42	12
	<hr/>	<hr/>
Total	335	57

### 3. VIOLENT INCIDENT REPORTS BY DIRECTORATE

Directorate	Verbal	Physical
Children and Young People	1 (schools – 5)	1 (schools – 6)
Resources	4	0
Adults and Community	13	13
Environment and Economy	0	2
<b>TOTAL 1/4/10 to 31/3/11</b>	<b>18</b>	<b>16</b>



#### 3.1. Further Information:

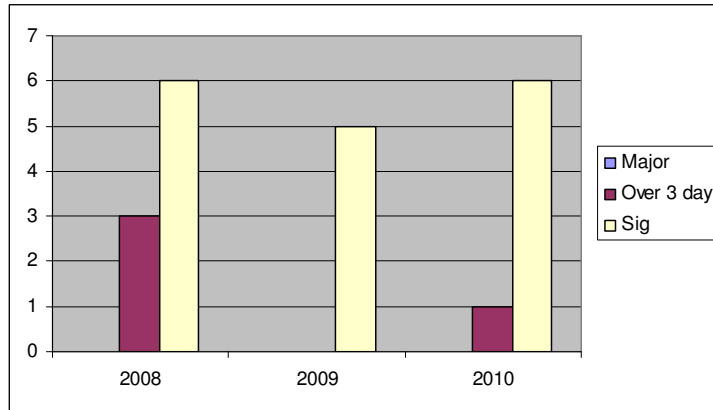
1. There has been an increase in the number of reported violent incidents particularly involving attacks on library staff (8 verbal & 2 physical) and Park Rangers (x4)
2. The other incidents involved Adults and Community staff resulting from physical assaults by service users.
3. The two most significant accidents involve an employee who was spat in the face because he wore a Council identification card and a male who indecently exposed himself to two female employees. Both of these incidents took place at Halton Lea car park.
4. There were the same numbers of physical assaults reported on teaching staff as last year, i.e. 6.

**4. RECOMMENDATIONS (see below Directorate Reports)**

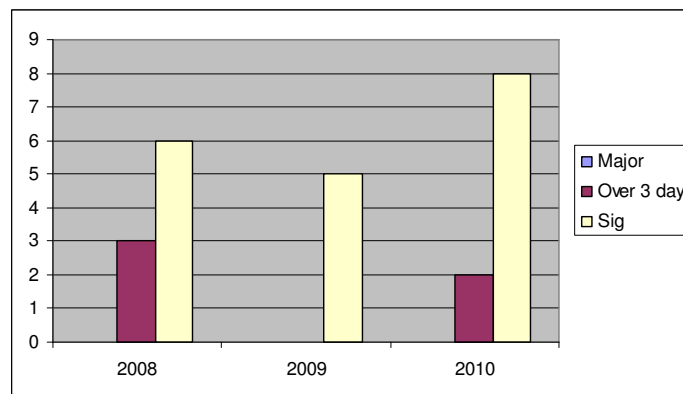
No.	Recommendations	I/C
1	In line with guidance around the Corporate Manslaughter and Corporate Homicide Act 2007, Management Team to nominate a lead officer at Board level (INDG417)	Management Team
2	Review and amend the consultation arrangements with regard to the forums for Directorate Working Groups and 2 <sup>nd</sup> Tier meetings (Corporate Health, Safety and Welfare Policy)	Strategic Directors
3	Managers to identify those responsible for carrying out risk assessments and review training needs to ensure that they are competent. Details of those who require training should be forwarded to the Health and Safety team so that they can complete the on line Risk Assessment training. (see section 2.3.10)	All
4	To review the Asbestos Policy and ensure that procedures are in place to comply with the Asbestos Regulations for all Council Buildings (see section 2.3.7)	Property Services / Health and Safety Team
5	To review procedures in line with HSE Guidance Notes, 'Procuring and Managing Waste Management Services' and, where necessary, implement reviewed procedures (see section 2.3.8)	Waste Management
6	In light of the use of the Lone Working monitoring system, managers to review the Lone Working risk assessments and systems to ensure that they are suitable and sufficient (see section 2.3.13)	All
7	Review safety and security procedures for libraries, in particular Halton Lea, to ensure that they are suitable and sufficient in protecting staff against anti social behaviour (see section 3.1.1)	Operational Director, Communities
8	To review occupational and premises risk assessments to ensure that they are suitable and sufficient measures to mitigate against slipping or tripping because of extreme weather conditions or poor housekeeping (see section 3.1.1)	All
9	The increase in slips and trips accidents around schools and the under reporting of violent incidents to be raised at the Schools Health & Safety Working group meeting and recommendations reported by back at the Children and Enterprise 2 <sup>nd</sup> Tier meeting (see sections 3.1.4 and 6.4.1.1)	Health and Safety Team
10	To ensure that there are programmes and resources for the maintenance and servicing of equipment (see section 2.3.3. and 5.4.1.3)	All

## 5. ACCIDENTS BY DIRECTORATE

### 5.1. Resources



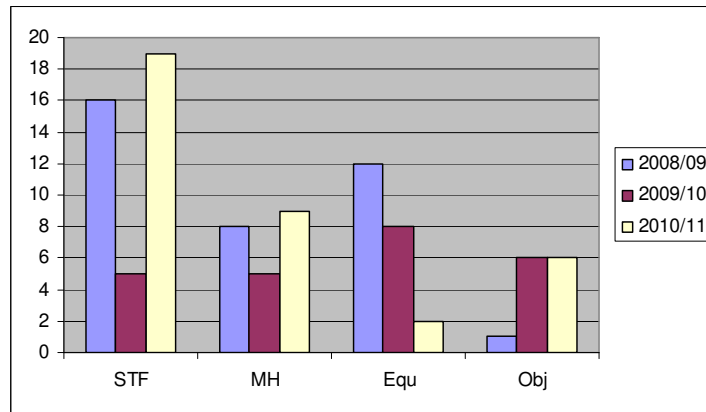
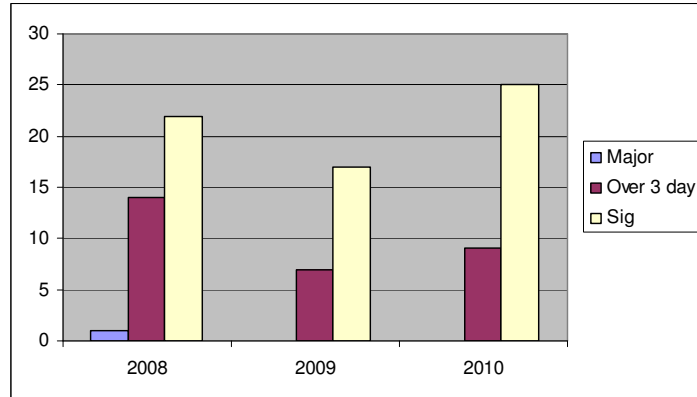
### 5.2. Children and Young People



#### 5.2.1. Further Information:

1. There were 4 manual handling incidents this year compared to none last year.
2. There has been a reduction in the number of slips and trips from 4 this year compared to 8 last year; with the majority taking place inside premises due to poor housekeeping.

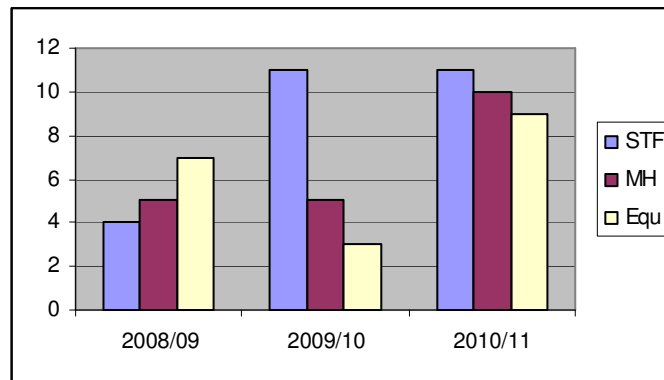
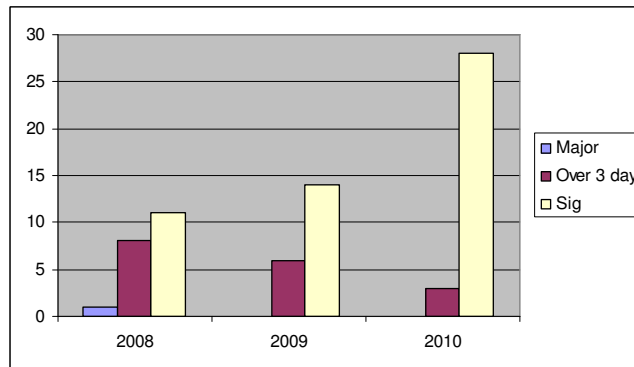
### 5.3. Environment and Economy



#### 5.3.1. Further Information:

1. There has been a slight increase in the number of slips and trips with 7 involving the icy conditions. In particular there has been an increase of 8 incidents in Waste Management with 4 in icy conditions. The 'spikey' under sole for shoes were introduced for staff in mid December and there were no reported accidents after issue.
2. There were the same numbers of Waste Management operatives injured through 'thrown objects' as last year.
3. There were 13 incidents involving Open Space Services operatives compared with 12 last year. These mainly involved slips, trips and falls and manual handling.
4. Accidents reflect the higher risks involving front line operational services.

## 5.4. Adults and Community



### 5.4.1. Further Information:

1. There has been a significant increase in the incidents from last year. This is due to the introduction of additional services to the Directorate including Catering with 8 incidents.
2. The increase is also due to manual handling of people with 6 incidents reported for Reablement services and the risk assessments have been reviewed and additional measures identified.
3. There were 8 incidents involving poor maintenance of equipment.
4. Of the 11 slips and trips incidents, 6 involved incidents inside premises.



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

**DATE:** 24<sup>th</sup> May 2011

**REPORTING OFFICER:** Strategic Director - Policy & Resources

**SUBJECT:** Sustainable Community Strategy  
2010 – 11 Year-end progress report.

**WARDS:** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To provide information on the progress in achieving targets contained within the Sustainable Community Strategy for Halton.

### **2.0 RECOMMENDED THAT:**

- i. The report is noted
- ii. The Board considers whether it requires any further information concerning the actions taken to achieve the performance targets contained within Halton's 2006 – 11 Sustainable Community Strategy (SCS).

### **3.0 SUPPORTING INFORMATION**

3.1 The Sustainable Community Strategy, a central document for the Council and its partners, which provides an evidenced-based framework through which actions and shared performance targets can be developed and communicated.

3.2 The current Sustainable Community Strategy included targets which were also part of the Local Area Agreement (LAA). In October 2010 the coalition government announced the ending of government performance management of local authorities through LAAs. Nevertheless, the Council and its partners need to maintain some form of effective performance management framework to:-

- Measure progress towards our own objectives for the improvement of the quality of life in Halton.
- Meet the government's expectation that we will publish performance information.

3.3 Following extensive research and analysis and consultation with all stakeholder groups including Elected Members, partners and the local community and representative groups, a new SCS (2011 – 26) was approved by Council on 20<sup>th</sup> April 2011.

- 3.4 The new SCS will be accompanied by a separate 'living' 5 year delivery plan. This approach will provide sufficient flexibility to evolve as continuing changes within the public sector continue to emerge, for example the restructuring of the NHS and public health delivery, implementation of Local Economic Partnerships and the delivery of the 'localism' agenda.
- 3.5 Work is presently underway to determine a range of performance information that will allow the systematic monitoring of the progress being made in achieving desired community outcomes over time.
- 3.6 Attached as Appendix 1 is a report on progress of the SCS (2006-11) for the year ending 31<sup>st</sup> March 2011. This includes a summary of all indicators within the existing Sustainable Community Strategy and additional information for those specific indicators and targets that fall within the remit of this Policy and Performance Board.
- 3.7 In considering this report Members should be aware that:-
- a) The purpose of this report is to consolidate information on all measures and targets relevant to this PPB in order to provide a clear picture of progress.
  - b) As the requirement to undertake a centrally prescribed Place Survey has now ceased the development of a localised perception based methodology is currently underway with a likely implementation date of autumn 2011.

#### **4.0 CONCLUSION**

- 4.1 The Sustainable Community Strategy for Halton, and the performance measures and targets contained within it will remain central to the delivery of community outcomes. It is therefore important that we monitor progress and that Members are satisfied that adequate plans are in place to ensure that the Council and its partners achieve the improvement targets that have been agreed.

#### **5.0 POLICY IMPLICATIONS**

- 5.1 The Sustainable Community Strategy for Halton is central to our policy framework. It provides the primary vehicle through which the Council and its partners develop and communicate collaborative actions that will positively impact upon the communities of Halton.

## **6.0 OTHER IMPLICATIONS**

6.1 The publication by Local Authorities of performance information is central to the coalition government's transparency agenda. This has been accompanied by a commitment to reduce top down performance management, with the pre-existing National Indicator Data Set (NIS), being replaced from April 2011 with a single comprehensive list of all data that Local Authorities are required to provide to Central Government.

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

7.1 This report deals directly with the delivery of the relevant strategic priority of the Council.

## **8.0 RISK ANALYSIS**

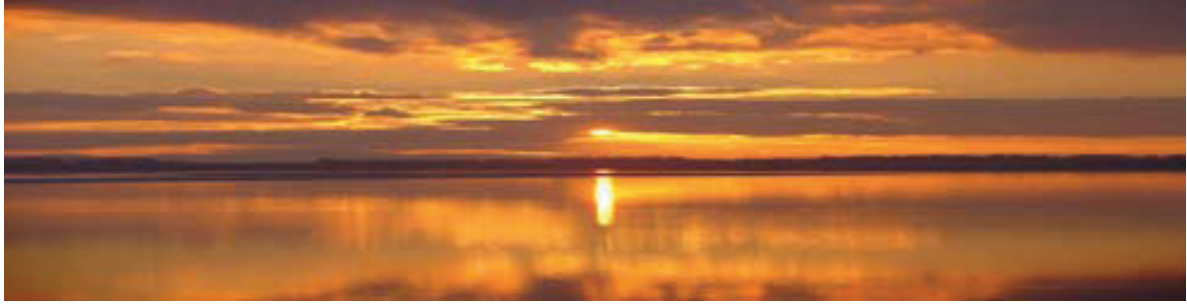
8.1 The key risk is a failure to improve the quality of life for Halton's residents in accordance with the objectives of the Sustainable Community Strategy. This risk can be mitigated through the regular reporting and review of progress and the development of appropriate actions where under-performance may occur.

## **9.0 EQUALITY AND DIVERSITY ISSUES**

9.1 One of the guiding principles of the Sustainable Community Strategy is to reduce inequalities in Halton.

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

Document	Sustainable Community Strategy 2006 – 11
Place of Inspection	2 <sup>nd</sup> Floor, Municipal Building, Kingsway, Widnes
Contact Officer	Hazel Coen



# **The Sustainable Community**

## **Strategy for Halton**

**2006 - 2011**

### **Year -end Progress Report**

**01<sup>st</sup> April 2010 – 31<sup>st</sup> March 2011**

**Corporate Policy &**







**Performance Board**

<p><b>Document Contact (Halton Borough Council)</b></p>	<p>Hazel Coen, Divisional Manager Performance &amp; Improvement Municipal Buildings, Kingsway Widnes, Cheshire WA8 7QF <a href="mailto:hazel.coen@halton.gov.uk">hazel.coen@halton.gov.uk</a></p>
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This report provides a summary of progress in relation to the achievement of targets within Halton’s Sustainable Community Strategy 2006 - 2011.

It provides both a snapshot of performance for the period 01<sup>st</sup> April 2010 to 30<sup>th</sup> September 2010 and a projection of expected levels of performance to the year-end.







The following symbols have been used to illustrate current performance as against the 2011 target and as against performance for the same period last year.

	<p>Target is likely to be achieved or exceeded.</p>		<p>Current performance is better than this time last year</p>
	<p>The achievement of the target is uncertain at this stage</p>		<p>Current performance is the same as this time last year</p>
	<p>Target is highly unlikely to be / will not be achieved.</p>		<p>Current performance is worse than this time last year</p>





















## HEALTHY HALTON

NI	Descriptor	2010/11 Target	Direction of travel
8	Adult participation in sport		
53	Prevalence of breastfeeding at 6 – 8 weeks from birth		
120	All-age all-cause mortality		 Male  Female
123	Reduce 16+ Smoking rate prevalence		
139	People > 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	n/a	n/a
142	Number of vulnerable people supported to maintain independent living		
150	Adults in contact with secondary mental health services in employment		









***Non Local Area Agreement Measures / Targets***

121	Mortality rate from all circulatory diseases at ages under 75 (proxy for local indicator H1)		
122	Mortality from all cancers at ages under 75 (proxy for local indicator H2)		
124	Increase the number of people with a long term condition supported to be independent and in control of their condition		





**CHILDREN & YOUNG PEOPLE & FAMILIES**

NI	Descriptor	2010/11 Target	Direction of travel
72	Early years foundation stage attainment		
73	Proportion achieving level 4 at KS2 in both English and Maths		
75	Proportion achieving 5 A-C GCSE's including English and Maths		
87	Secondary school persistence absence rate		
92	Achievement Gap at Early Years Foundation Stage		
93	Proportion progressing by 2 levels at KS2 in English		
94	Proportion progressing by 2 levels at KS2 in Maths		
99	Proportion of children in care achieving level 4 at KS2 English		
100	Proportion of children in care achieving level 4 at KS2 Maths		
101	Proportion of children in care achieving 5 A – C GCSE's		








**Non-statutory indicators**

56	Obesity among primary school age children-Year 6		
63	Stability of placements of looked after children		
80	Achievement of a Level 3 qualification at age 19		
111	First time entrants to Youth Justice System		
112	Reduce under 18 conception rate		
115	Substance misuse by young people	n/a	n/a
116	Proportion of children in poverty		
117	16 – 18 Year olds not in education, training or employment		





**Non Local Area Agreement Measures / Targets**

NI	Descriptor	2010/11 Target	Direction of travel
CYP1	Reduce the 13% gap in attainment of 5 A*-C GCSEs (including English and Maths) by 25% between those living in the worst 10% LSOA nationally and the Halton average in the three years to 2011		
48	Reduce the number of children and young people killed or seriously injured in road traffic accidents		
199	Increase the children and young people's satisfaction with parks and play areas	n/a	n/a

**SAFER HALTON**







5	Increase residents overall satisfaction with the area	n/a	n/a
7	Environment for a thriving third sector	n/a	n/a
16	Serious acquisitive crime rate		
17	Perceptions of anti-social behaviour	n/a	n/a
20	Assault with injury crime rate		
30	Re-offending rate of prolific and priority offenders	Not available	Not available
32	Repeat incidents of domestic violence		
33	Arson incidents		
39	Alcohol related hospital admission rates		
40	Drug users in effective treatment		

**Non Local Area Agreement Measures / Targets**









47	Reduce the number of people killed or seriously injured in road traffic accidents		
SH1	Reduce the number of incidents of ASB in the worst 5 Lower Super Output Areas compared with the rest of the borough		









**EMPLOYMENT, LEARNING & SKILLS & COMMUNITY**

NI	Descriptor	2010/11 Target	Direction of travel
153	Working age people claiming out of work benefits in the worst performing neighbourhoods		
163	Working age population qualified to at least Level 2 or higher.		
171	VAT Registration rate		







**Non Local Area Agreement Measures / Targets**

ELS1	Reduce the proportion of adults with no qualifications		
ELS2	Increase the proportion of adults qualified to Level 3		
ELS3	Increase the rate of self-employment		
ELS4	Ensure unemployment in any Lower Super Output Area is less than 20% above the borough average		

**ENVIRONMENT & URBAN RENEWAL**

5	Overall satisfaction with local area	n/a	n/a
154	Net additional homes provided		
175	Access to services and facilities by public transport walking and cycling		
186	Per Capita CO2 Emissions in LA area	Awaiting Info	Awaiting Info
192	Household waste collected and recycled		

**Non Local Area Agreement Measures / Targets**

UR1	Assist in maintaining the current baseline of 59,000 jobs in Halton		
UR2	To bring 10 hectares of derelict land back into beneficial use annually		
UR3	Facilitate the relocation of businesses affected by the construction of the Mersey Gateway Bridge		

**NI 5 Increase residents overall satisfaction with the area**

Baseline (2007-08)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
70.4%	N/A	73.4%	Refer to comment				n/a	n/a

**Data Commentary**

The baseline position for this indicator is the perception data that was captured as part of the 2008 National Place Survey. A further survey was planned for 2010 but this requirement has been cancelled as part of the revision of the national performance framework by the coalition government.

**General Performance Commentary**

In the absence of a nationally prescribed survey work is now being progressed to establish a more locally focussed survey to capture community perceptions and satisfaction levels. It is anticipated that such a survey would be undertaken during the autumn of 2011.

**Summary of key activities undertaken during the year**

During 2009 the Halton Strategic Partnership commissioned research from IPSOS-MORI to follow-up the key findings of the 2008 Place Survey in more detail.

The key areas residents felt needed to be improved were: – low level crime, ASB, drugs, lack of respect, job prospects, reduces pollution, influence in decision making clean streets and activities for teenagers and an extensive range of interventions have been planned and delivered during the year in order to address these issues.

**NI 186 Per capital CO2 emissions in LA area**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
10.1 tonnes per capita (2007/8)	9.4 Tonnes per capita	4%	N / A	N / A	-	TBA	TBA	TBA

### **Data Commentary**

The previous target has been reduced to 4% with agreement of Halton Borough Council's Executive Board, as the previous target was wholly unachievable. Actual data is not yet available from Defra.

### **General Performance Commentary**

There have been a number of projects undertaken throughout the year which have had a positive impact on reducing carbon emissions.

### **Summary of key activities undertaken during the year**

A draft Climate Change Strategy is in preparation for submission to the Local Strategic Partnership in Summer 2011.

The Council has been accepted onto the Collaborative Low carbon Schools Service which will engage schools in reducing carbon emissions and identifying and quantifying cost effective carbon reduction opportunities.

The Council is currently out to tender to install solar PV on its buildings and is currently engaging with the RSLs to see if this can be rolled across the boroughs housing stock.

The deployment of renewable and low carbon energy and design and construction of future development has a central role in delivering sustainable growth and contributing to carbon reduction targets. The Core Strategy sets out principles and policies in relation to energy efficient buildings for new developments and decentralised energy

The Council is exploring the feasibility of an Low Carbon Public and Private Sector Partnership to maximise the opportunities from the emerging low carbon economy