



Corporate Policy and Performance Board

**Tuesday, 26 February 2013 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink, appearing to read 'David WR', is centered on the page.

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chairman)	Labour
Councillor Joe Roberts (Vice- Chairman)	Labour
Councillor Ellen Cargill	Labour
Councillor Mark Dennett	Labour
Councillor Stan Hill	Labour
Councillor Chris Loftus	Labour
Councillor Alan Lowe	Labour
Councillor Angela McInerney	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Gareth Stockton	Liberal Democrat
Councillor Kevan Wainwright	Labour

Please contact Ann Jones on 0151 511 8276 Ext. 16 8276 or e-mail ann.jones@halton.gov.uk for further information.

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

Part I

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1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary Interests, to leave the meeting during any discussion and voting on the item.	
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In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Corporate Policy & Performance Board
DATE: 26 February 2013
REPORTING OFFICER: Strategic Director, Resources
SUBJECT: Public Question Time
WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).
- 1.2 Details of any questions received will be circulated at the meeting.

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

- 3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-
- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
 - (ii) Members of the public can ask questions on any matter relating to the agenda.
 - (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
 - (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
 - (v) The Chair or proper officer may reject a question if it:-
 - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
 - Is defamatory, frivolous, offensive, abusive or racist;
 - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
 - Requires the disclosure of confidential or exempt information.

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

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

REPORT TO: Corporate Policy and Performance Board
DATE: 26 February 2013
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 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

Extracts of Executive Board Committee Minutes that are relevant to the Corporate Policy and Performance Board.

EXECUTIVE BOARD MEETING HELD ON 13 DECEMBER 2012

121	DISCRETIONARY NON DOMESTIC RATE RELIEF
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The Board considered a report of the Strategic Director, Policy and Resources on new applications for Discretionary Non-Domestic Rate Relief.

The Board was advised that, under the Local Government Finance Act 1988, the Council was allowed to grant discretionary rate relief to organisations that were either a charity or a not for profit organisation. Five new applications had been received with details of each contained in the report. In addition, information in Appendix 1 provided a summary of the financial implications for each application.

It was reported that the Council grants discretionary rate relief to organisations for a three year period. Regulations required that a twelve month period of notice be given to organisations if this relief should cease. In March 2012, the Council gave the required twelve months' notice to all existing recipients, as 2012/13 was their third year of receipt of rate relief. A list of those organisations was contained in Appendix 2, along with details of the associated costs.

RESOLVED: That

- 1) under the provisions of Section 47, Local Government Finance Act 1988, discretionary rate relief be granted to the following organisations at the percentage indicated, for the period from 1st April 2012 or the commencement of liability, whichever is the later, to 31st March 2016:

Halton & St Helens Voluntary & Community Action:	20%
Halton Haven Hospice:	20%
Halton YMCA Ltd:	20%
Widnes RUFC:	20%

- 2) in respect of the following organisations, they be granted discretionary rate relief for the backdated element of the charge from 1st April 2010 and from the commencement of liability, respectively;

Halton Haven Hospice: 20%
Widnes RUFC: 20%

- 3) under the provisions of Section 47, Local Government Finance Act 1988, the following application for discretionary rate relief be refused:

Alzheimer's Society: 20%

- 4) under the same provisions, all current recipients of discretionary rate relief (except Moorfields Sports and Social Club for whom further information was being sought) who still satisfy the appropriate criteria, as listed in Appendix 2, be re-awarded relief from 1st April 2013 to 31st March 2016.

122	ABOLITION OF THE DISCRETIONARY SOCIAL FUND
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The Board considered a report of the Strategic Director, Policy and Resources, on the abolition of the Discretionary Social Fund.

The Board was reminded that at its meeting on 18 October 2012, it considered a report which outlined that the Government had abolished Crisis Loans and Community Care Grants through the Welfare Reform Act 2012, and it was suggested that local schemes be developed by each local authority. Local authorities were to be provided with a grant from Government to do this but had a discretion as to whether they used the grant for this purpose. Following consideration of this report, the Board resolved that this item be deferred and referred to the Corporate Policy and Performance Board (PPB) who were asked to consider the issue and make recommendations to the Executive Board.

Following this decision, Members and Officers had worked together and consulted the Department for Work and Pensions (DWP) who were the current provider, and had liaised with other local authorities about their approach to the issue.

It was noted that the Corporate PPB had met on 11 December 2012, and details of their recommendations were circulated prior to the meeting. Board Members recognised that, as this scheme would be introduced for the first time in April 2013, it would be beneficial to set up a Working Group made up of Corporate PPB Members, to further fine tune the development of the scheme. The Board wished to place on record their thanks to the Members of the Corporate PPB for their input to date.

RESOLVED: That

- 1) the Council develops its own scheme to replace the current Crisis Loan and Community Care grant schemes, utilising the grant provided by Government for this purpose;
- 2) the draft scheme criteria outlined in Appendix 2 to the report submitted to the Corporate PPB, be used as the basis for developing the Council scheme, which would incorporate:
 - a) a scheme of grants rather than loans;
 - b) the limiting of cash payments through the introduction of voucher/prepaid card systems; and
 - c) a limit on two claims per claimant per year;
- 3) given the tight timescales available to get the scheme in place by 1 April 2013, delegated authority be granted to the Strategic Director Policy and Resources, in consultation with the Resources Portfolio Holder, to make minor adjustments to the scheme in the light of experience or further information and the views of the Corporate Policy and Performance Board Working Group;
- 4) the Corporate Policy and Performance Board be requested to review the scheme after the first three months of its operation; and
- 5) the Corporate Policy and Performance Board set up a working group to fine tune the scheme, until such time as the adopted scheme had been fully developed.

EXECUTIVE BOARD MEETING HELD ON 10 JANUARY 2013

127	WAIVER OF STANDING ORDERS UNDER EMERGENCY PROCEDURES IN RESPECT OF WIDNES ICI RECREATION CLUB DEMOLITION
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The Board considered a report of the Strategic Director, Children and Enterprise, on the waiver of Standing Orders granted in respect of the demolition of the Widnes ICI Recreation Club.

The Board was advised that, following the fire at the ICI Recreation Club in May 2012, emergency demolition works were carried out in order to remove the immediate danger of structural collapse of the

walls that remained standing. Following consultation with the Health and Safety Executive, the remaining debris had to be treated as contaminated waste, as there was a reasonable amount of asbestos present within the building.

It was reported that because of the urgent need to clear the site so as to minimise risk, tenders for the removal of the contaminated debris and site clearance works were obtained via The Chest from each of the demolition contractors that had won the previous three tender exercises for demolition works. Details of the contractors were contained in the report. It was noted that the Chief Executive had used emergency procedures under Procurement Standing Orders 1.8.1 to ensure all contaminated debris was removed and to put site security in place.

RESOLVED: That the waiver of Procurement Standing Orders 1.8.1 – Emergency Waiver via the Chief Executive – was obtained to allow the authority to obtain quotations without obtaining expressions of interest, be noted.

128	REMOVALS CONTRACT - INTERIM WAIVER OF STANDING ORDERS
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The Board considered a report of the Strategic Director, Children and Enterprise, seeking the temporary waiver of Standing Orders for the Council's (Accommodation) Removals Contract.

Members were advised that the Council's current Accommodation Plan focused on reducing the number of Council offices and premises which the Council owned, managed or maintained. A significant amount of work had recently taken place to generate additional income for the Council by co-locating partners within the Council's property portfolio and charging them rent.

Following a review of the delivery of the Accommodation Plan, a key area identified were the arrangements for the removal/movement of equipment and office furniture, as the Council had been using a local company for a number of years to deliver this service.

To progress a formal procurement of these services, an open market exercise, via The Chest, would be undertaken as required under the Council's Standing Orders. However, it was proposed that the process be delayed for three months to allow time for a specification to be drawn up and to consider the Public Services (Social Value) Act 2012 (the Act), where Halton Borough Council would be required, as the contracting authority, to consider the economic, social and

environmental improvements where considered relevant and proportionate through procurement.

It was noted that the Act placed a requirement on the commissioners to only consider the economic, social and environmental improvements that could be achieved through procurement. By testing the Social Value aspects of the contract, as outlined in the report, consideration would need to be given to how the contract could bring added value to the Borough.

RESOLVED: That

- 1) a waiver of Standing Orders in regard to Part 4 Section 4.1 of the Constitution be approved; and
- 2) the waiver be effective up to 31 March 2013.

129	MARKETS UPDATE
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The Board considered a report of the Strategic Director, Children and Enterprise, which updated Members on the changes in the management of the Borough's markets and proposals for improvements.

The Board was reminded that in February 2012, the Council's policy that the Widnes markets (indoor and outdoor) and the outdoor Runcorn market were regarded as key assets in Halton's town centres was re-affirmed. In April 2012, the Council aligned the management of the town centres and markets within a more clearly defined economic regeneration brief, bringing together town centre management, markets operations and town centre regeneration.

It was reported that since April 2012, new markets regulations and a written protocol had been introduced, along with new procedures and the tightening up of issues such as encroachment and the display of goods. A number of marketing and promotions events had also taken place during the year, as detailed in the report, and it was noted that overall, the markets remained vibrant.

The report detailed proposals for improvement works for both the indoor and outdoor markets, and it was further noted that these had been considered and supported by the Corporate Policy and Performance Board.

RESOLVED: That

- 1) Members note the changes made to the management of the markets;
- 2) the proposed actions set out in sections 3.6 to 3.12 of the report be supported;
- 3) the Operational Director for Economy, Enterprise and Property be authorised, in consultation with the Physical Environment Portfolio Holder and Resources Portfolio Holder to take decisions in relation to the proposed improvement works outlined in section 3.16 of the report; and
- 4) the proposed improvement works will not exceed £40,000.

EXECUTIVE BOARD MEETING HELD ON 24 JANUARY 2013

135	DISCRETIONARY NON DOMESTIC RATE RELIEF
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The Board considered a report of the Strategic Director, Policy and Resources, on the renewal of discretionary non-domestic rate relief.

The Board was reminded that, at its meeting on 13 December 2012, it had approved the granting of discretionary rate relief for all existing recipients, except for Halton Community Transport and Moorfield Sports and Social Club, for whom additional information was requested. This additional information now confirmed that the two latter organisations were both still eligible to receive the discretionary rate relief. Appendix 1 contained a summary of the financial implications.

It was noted that discretionary rate relief was usually granted to organisations for a three year period, with Regulations requiring twelve months' notice of ceasing that relief. Such notice had been given to these organisations in March 2012.

RESOLVED: That, under the provisions of Section 47, Local Government Finance Act 1988, discretionary rate relief be granted to the following organisations at the percentage indicated, for the period from 1st April 2013 to 31st March 2016:

Halton Community Transport	20%
Moorfield Sports & Social Club	100%

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DARESBUURY FUNDING - KEY DECISION

The Board considered a report of the Strategic Director, Children and Enterprise which updated them on the funding for the development of the Sci-Tech Daresbury.

It was reported that the key strategic site and international hub for world class science at Sci-Tech Daresbury became an Enterprise Zone in August 2011. A Daresbury Joint Venture Partnership, set up in 2010, had been successful in securing £9.77m of Regional Growth Funding (RGF) grant-aid. The grant application had four key components, detailed in the report as Project Tech Space, Power (Phase 1), Environmental Improvements and Transport Improvements.

The Board was advised that the bid included a realistic target on job creation and that the total cost of the works was estimated to be £22m. Details of funding secured were given in the report and the Board noted that a further bid for the Growing Places Fund (GPF) had been approved in November 2012, and an offer letter awaited. A condition of the GPF funding was that it be re-invested in the Liverpool City Region, with the first repayment due in August 2015 and the final one in December 2019.

Reason(s) for Decision

On 17 October 2012, the Daresbury JV Partnership was informed that it had been successful in securing £9.77m of Regional Growth Fund funding and £1.8m of Growing Places Funding.

Alternative Options Considered and Rejected

If the offer of these funds was not accepted, the Borough would lose the opportunities provided by £11.57m plus match funding.

Implementation Date

The final grant offer will be signed off by 19 April 2013 following due diligence.

RESOLVED: That the Board

- 1) accepts the offer of £9.77m of Regional Growth Fund (RGF) from the Office for Business, Innovation and Skills (BIS);
- 2) accepts the offer of £1.8m of Growing Places Funding (GPF) from the Liverpool City Region Local Enterprise Partnership;

- 3) gives authority for the Council to enter into back-to-back contracts with Joint Venture Partners for the delivery of the project; and
 - 4) agrees to the Council entering into a claw back agreement with Joint Venture Partners at Daresbury, in accordance with the RGF and GPF offers.
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REPORT TO: Corporate Policy and Performance Board
DATE: 26 February 2013
REPORTING OFFICER: Chief Executive
SUBJECT: Halton Strategic Partnership Board minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 The **draft** Minutes relating to the Corporate Services Portfolio which will be considered by the Halton Strategic Partnership Board on 6 March 2013 are attached at Appendix 1 for information.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

3.1 None.

4.0 OTHER IMPLICATIONS

4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

HALTON STRATEGIC PARTNERSHIP BOARD

**Minutes of a meeting held on Wednesday, 12 December 2012 at the Karalius Suite,
Stobart Stadium, Widnes**

Board Members:

David Parr	HBC Chief Executive (Acting Chair)
Cllr Dave Cargill	Cheshire Police and Crime Panel Cheshire
Martin Cleworth	Police
Kate Fallon	Bridgewater Community NHS Trust
Rev Ray Jones	Faith Community
Eileen O'Meara	Director of Public Health
Wesley Rourke	HBC – Chair, Employment Learning & Skills
Terry Parle	Halton Sports Partnership
Janine Peterson	Job Centre Plus
Noel Sharpe	Halton Housing Trust
Ann McIntyre	HBC – Children's Trust
Michael Sheehan	Riverside College
Alex Waller	Cheshire Fire and Rescue
Sally Yeoman	Halton & St Helens VCA

Advisors to the Boards:

Lisa Driscoll	HBC – Policy and Strategy
Tim Gibbs	HBC – Policy and Strategy
Alan Graham	HBC – Marketing and Communications
Shèlah Semoff	HBC – Partnerships

In Attendance:

Julie McFarlane	Halton Sports Development Team
Steve Dooré	HBC – Policy and Strategy

Apologies for Absence: Nick Atkins (Halton Housing Trust), Sarah Boycott (Cheshire Constabulary), Paula Cain (Chamber of Commerce), Councillors Polhill, Fry, and Gerrard, John Rigby (Orminston Bolingbroke Academy).

15 MINUTES FROM THE LAST MEETING AND MATTERS ARISING

The minutes of the meeting held on 19 September 2012 having been printed and circulated were agreed as a correct record.

The Chairman reported that Chief Superintendent Richard Strachan (Cheshire Police) had moved on and had been replaced by Chief Superintendent Sarah Boycott. In addition, he reported that Rev Ray Jones was also attending his last meeting of the Board and that he would be replaced by Rev Jeremy Duff. He took the opportunity to place on record the Partners appreciation of the work undertaken by Richard and Ray during their time with the Board.

RESOLVED: That the Board place on record, a vote of thanks to Superintendent Richard Strachan and Rev Ray Jones for the work they have undertaken during their time with the Partnership.

16 PRESENTATION: SPORTS PARTNERSHIP

The Board considered a presentation from Mr Terry Parle, chair of Halton Sports Partnership and Julie McFarlane, Halton Sports Development Team. The presentation:-

- Set out the definition of sport;
- Outlined the HSP aims and objectives;
- Detailed the Halton Sports Partnership Structure;
- Outlined the working partners;
- Explained that six key themes had been identified in HBC's 2012-2015 Sports Strategy; increase participation and widening access; club development; coach education and volunteering; sporting excellence; finance and funding for sport and sports facilities;
- Gave details of the Halton Support Network;
- Outlined how it would improve outcomes for children and young people by targeting services effectively and gave details of a young people's case study;
- Set out how it contributed to health issues and employment learning and skills;
- Highlighted the Halton Sports Awards; the Club Accreditation Scheme and the Halton Sports Partnership Coaching Bursary Grant;
- Detailed the sports economic impact and the benefits of sport in Halton; and
- Detailed the bigger picture.

The Board noted that the number of under 18's football activities had significantly increased in Halton.

Clarity was sought on whether, in the current economic climate, the Partnership was 'at risk'. In response, it was reported that there was not as much funding available as in previous years, but the Sports Development Team were very focussed and sport addressed a number of community priorities. Elected Members were also committed to supporting the scheme. There was also a lot of family volunteers involved in the sports scheme and it was anticipated that sport would continue to be supported.

It was reported that support was available to anyone interested in volunteering, even if it was only for an hour. There were also coaching sessions taking place in individual sports in schools. The National Sporting Body had also invested funding into clubs who provided a range of sports and activities. The Sports Partnership also has an accredited Volunteer Incentive Scheme, it's own Club Development Programme and Leadership Courses (which includes volunteers doing at least 10 hours volunteer work in their local community).

RESOLVED: That

- (1) The presentation be received and the comments raised be noted; and
- (2) Mr Terry Parle and Julie McFarlane be thanked for their informative presentation.

17 INSPIRING FAMILIES (TROUBLED FAMILIES)

The Board considered a report which gave an update on the development of the Troubled Families Programme and sought support for the approach that had been developed in Halton. It was also reported that locally the Troubled Families would be called 'Inspiring Families' and there had been a 'soft' launch of the programme in October 2012.

The Board was advised that as part of the Troubled Families programme, the Government had indicated that they had put in resources to incentivise and encourage local authorities and their partners to develop new ways of working with families.

The Board was further advised that The Troubled Families Unit had provided criteria for identifying 'troubled families'. The proposed profile for the number of families it was intended to work with in Halton were as follows:-

- 2012/2013 - 145 Troubled Families of which 120 would be eligible for payment by results;
- 2013/2014 - 165 Troubled Families of which 145 would be eligible for payment by results; and
- 2014/2015- 65 Troubled Families of which 48 would be eligible for payment by results.

It was also reported that a number of delivery options had been discussed, with the decision being made to lead the project from the Children and Enterprise Directorate. The Board noted the approaches and activities being undertaken in respect of the delivery model as set out in paragraphs 3.12 to 3.17 of the report. The Board also noted the work being undertaken in respect of performance monitoring and outcomes.

In conclusion, it was reported that there was still a lot of work to be done in respect of the development and implementation of the programme. However the key next steps were as follows:-

- Steps to make it easier for agencies to share data;
- Continued development of the delivery model;
- To formalise links with the Clinical Commissioning groups;
- For partners to support the prioritisation of individuals and families;
- The development of a stronger evidence base on the effectiveness of interventions;
- Further develop the tracking and monitoring system and performance framework;
- Agree the financial model for the investment of PBR; and
- Communicate to partners including operational staff the ethos of Halton's Troubled Families programme.

The following comments arose from the discussion:-

- It was noted that a data sharing agreement was formulating an information governance toolkit and when it was signed off in the near future, it would enable easier data sharing. It was reported that when families were signed onto the scheme, data sharing would be easier. The Members noted the difficulties in sharing health data as a result of the Caldicott Report. However, it was highlighted that these issues were being considered and a solution would be found;
- The Board agreed to receive a further presentation at the next meeting on the Inspiring Families Scheme;
- It was agreed that Alex Waller would be the representative from Cheshire Fire and Rescue Service on the Troubled Families Strategy Group;
- It was reported that the Partnership Team had been working with colleagues on the Inspiring Families Scheme and a presentation was being delivered to all SSPs. An action plan for raising awareness was also being developed. Members of the Board were encouraged to contact the Shelah Semoff or Alan Graham for further details or if they wished to receive the presentation;
- The importance of a sound Communication Strategy was noted and that the scheme had been advertised as 'Inspiring Families' not 'Troubled Families' was also noted. It was reported that in the first instance, front line partner staff were being targeted for the awareness training and in January a small key points newsletter would be sent to Board Members. A Monthly

newsletter would also be developed for front line staff and this would be rolled out to a wider group as the scheme progressed; and

- It was noted that the identified families would be using other programmes such as the ESF programme.

RESOLVED: That

- (1) Halton's approach to the Troubled Families Programme be supported;
- (2) The process of data information sharing processes required particularly from Health and Hospitals be supported;
- (3) Consideration and advise be given to the best approach to circulating information on 'Inspiring Families' to senior managers and frontline staff across partners;
- (4) All staff involved in the delivery of the Inspiring Families Project have access to the Inspiring database for the tracking and monitoring of families;
- (5) The development and introduction of a family assessment across all partners including adults be supported;
- (6) The letter set out in the report be approved and sent out to all Partners, ensuring ownership of the issue by the Partnership as a whole; and
- (7) The regular update reports be presented to the Board.

18 ENHANCED PARTNERSHIP WORKING (COST BENEFIT ANALYSIS)

The Board considered a report and presentation which detailed that a cost benefit analysis (CBA) model, based on an example of best practice from Manchester, had been developed for the Partnership that allowed the full range of economic, social and environmental costs and benefits to be calculated for a specific project and attribute the benefit and burden of the outcomes to specific organisations. This allowed service delivery activity to be planned or evaluated using systems thinking and a holistic perspective taken on outcomes. The model was particularly good at capturing the costs and benefits beyond the normal resources inputs (such as financial payments and the value of staff time).

The Board was advised that the CBA model had been applied to two areas selected from the Sustainable Community Strategy, the priorities of 'Health' and 'Employment, Learning and Skills'. Suitable projects had to involve a range of partners in their delivery. Telecare and the Halton Employment Partnership's (HEP) Tesco recruitment project had been chosen to demonstrate the model. The initial results from the CBA model was set out in Appendix 1 and 2 of the report.

The Board was also advised that the CBA model had significant relevance to two areas of national policy that were implementing the Localism and Devolution

agenda: Community Budgets and City Deals. Further details were available in the report.

It was reported that the model would take time to develop and it was likely that a few areas would be piloted in the first instance. It provided intelligence led information across the Partnership and resulted in a co-ordinated and cohesive delivery of outcomes collectively.

It was suggested and agreed that the model be shared with Knowsley Metropolitan Borough Council, looking at the City Employment Strategy, which would help benefit services and the City Deal.

RESOLVED: That the

- (1) Board note the usefulness of the cost benefit analysis (CBA) model output as set out in Appendices 1 and 2 of the report in the context of designing future projects;
- (2) CBA model be used as a best practice tool when designing joint interventions / service delivery collaboration across the Partnership be endorsed;
- (3) CBA model will sit alongside the suite of analytical tools the Partnership has developed (Customer Journey Mapping and the Resource Engagement Model) for designing joint service delivery; and
- (4) Board request the CBA model output when receiving reports from the five Specialist Strategic Partnerships on Delivery Plan progress.

19 COMMUNITY ENGAGEMENT STRATEGY ACTION PLAN

The Board considered a report which gave Partners the progress to date on the Community Engagement Strategy Action Plan and provided information to help make decisions on the way forward.

The Board was advised that there had been a number of delays in undertaking the implementation of the action plan. However, it was reported that the overall completion by 2015 remained on course.

The Board was further advised that there was an increase in partnership working under the strategy. It had been agreed, for example, in principal to share resources and training to increase the number and use of mystery shoppers across the strategic partnership, and to increase resident engagement in the evaluation of services.

Furthermore, it was reported that two options for the Community Engagement health check had been considered. Option One was based on evaluating progress against the ladder of engagement, as had been carried out as part of the development of the strategy. This, it was reported, would allow direct comparison. Option 2 was to measure progress against the strategic objectives contained in the

action plan. The two options had been considered by the Community Engagement Operational Group and they had decided to progress Option One. The format for this approach was attached to the report.

It was reported that the final paperwork for the community engagement health check would be sent out in February 2013. The deadline for submitting completed forms would be in April 2013.

The Community Engagement Action Plan had also been updated and a “progress” column had been added. The document was attached to the report. Some of the timescales had also been amended to reflect current progress.

It was reported that it had initially been decided to hold another community engagement conference similar to the action planning event. However, it was difficult to identify what the event would achieve at this stage, especially considering the resources involved in hosting such an event. It was, therefore recommended that at this stage such an event was unnecessary.

In conclusion, it was reported that The Community Engagement Operational Group would meet in the New Year to take the recommendations of the Board forward. The Community Engagement action plan was also now underway and each action had a progress note attached to it which explained its current status.

The Board noted that when the health checks were distributed in February 2013, there would be a resource impact on some organisations. Members of the Board were encouraged to take ownership of this work and ensure they were completed and sent back to the Partnership Team within the agreed timescale.

RESOLVED: That

- (1) The report and comments raised be noted;
- (2) The updated action plan be agreed;
- (3) The format and timescales of the community engagement health check be approved; and
- (4) At this stage, a further community engagement conference would not be appropriate.

20 SSP MID YEAR PERFORMANCE REVIEW AND DELIVERY PLANS

The key partners each had a discussion on their areas in respect of: Children and Young People (Children’s Trust), Employment, Skills and Learning; Environment, Skills and Learning; Environment and Regeneration; Health and Wellbeing Board and Safer Halton.

In particular the following points were noted:-

- In relation to Children and Young People (Children's Trust) it was reported that a key piece of work had been undertaken on the Level 2 Framework – the guidance of how to make decisions, responsibilities etc. Levels 1, 2, 3A, 3B and 4 were being redefined. Work was also being undertaken on the Early Years, Early Help Strategy which linked into the Health and Wellbeing Strategy. This would identify what support was available for young people between 0-5 years of age. The Board noted the significant increase in the number of people obtaining Level 3 qualifications. The Board also noted that teenage pregnancy had reduced in the last quarter;
- In relation to Employment, Skills and Learning it was reported that the ELS SSP Action Plan had been reviewed and updated early in the summer. As part of the ongoing monitoring, each of the plan's key themes were being scrutinised over a 12 month period which had commenced in October 2012.

The ELS SSP Executive Group had reviewed and updated its Risk Plan in July, removing those risks no longer relevant and replacing them with new/emerging risks with high levels of potential likelihood and impact.

In respect of the half yearly performance report, it was highlighted that they were all on target with the exception of the following:-

ELS3 – The number of people classed as self employed. The target had been missed by 0.1%. However, it was reported that this was still maintaining a positive trend and the gap was closing with both regional and national figures;

ELS6 – The percentage of adults using the library. This was a proxy indicator (satisfaction levels) as the data was no longer collected. The satisfaction had fallen by 1 % to 94 % in the annual CIPFA Library Users Survey. However, Halton's libraries remained in the top quartile and were working with a growing range of services on both ELS and wider agenda's; and

ELS7 – Reduce the percentage of unemployed (JSA claim level) – The target for March 2012 was 5.2%. As at August 2012, the rate was 5.5%, the same as August 2011 and the number of claimants was 4262. In September, there had been a slight fall in comparison to the region where the rate had increased in recent months (up to 4.7% in August from 4.1% in March 2011).

- In relation to Environment, Skills and Regeneration it was reported that in relation to NI 177 – Local Bus Journeys it was below target for this year. This was as a result of the withdrawal of a number of services due to the economic climate and the lack of funding and budget cuts.

Household waste and recycling composting was on target for this year. The Board noted the financial pressure as a result of the increase in landfill tax and the importance of getting the message across to the community

regarding the importance of recycling. Work was being undertaken to improve this indicator.

Work was being undertaken on the Delivery Plan. A Sustainable Energy Action Plan was being developed and a lot of work was already being progressed in Halton i.e. the wind turbines at Runcorn Railway Station. The SSP were also looking at the impact of the delivery of 9900 new homes.

The Board noted that Halton Transport were extending their Route 26 to help with the removal of Route 13 which services Ditchfield Road, Widnes. It was also noted that there was a considerable amount of pressure on bus services who had received cuts in their subsidies due to the Government budget cuts. It was reported that a dialogue was taking place with bus contractors to encourage them to do things differently in order to find solutions to the budget cuts in order to avoid bus service cuts.

- In relation to Health and Wellbeing Board, it was reported that all the targets were on green and had been met. The alcohol and obesity targets had also been met and the teenage pregnancy rate had fallen. The smoking rate had also continued to increase, but people were using electronic cigarettes as a substitute and concern was raised that this could lead to addiction and contribute to the heart disease rate. Access to psychological services had also improved. However, there had been a slight fall in the breast feeding rate which after investigation was not as a result of the transitional arrangements. The Board noted the significant changes taking place in health and that Halton were improving their position.
- In relation to Safer Halton it was reported that the Police and Crime Commissioner (PCC) elections had taken place and the Police and Crime Panel (PCP) who were responsible for scrutinising the PCC had been established. The PCC would replace the Police Authority and set up a strategy for the Police regarding crime and disorder. The Chief Constable would remain in charge operationally. A meeting had taken place with the PCC and it was hoped that he or if appointed, his deputy would attend future meetings of the Board.

It was reported that crime generally was reducing or stabilising. However, anti-social behaviour in Widnes was increasing and Cheshire Police were targeting the problem areas. There was also a Christmas 'Don't Drink and Drive' Campaign taking place to ensure people were safe over the festive period.

The Cheshire Police representative reported that acquisitive crime - burglary in a dwelling in Widnes had increased and vehicle crime – theft from a vehicle had increased in Runcorn. Anti social behaviour had also increased since October around Halloween but was now on the decrease. Violent crime had also reduced as a result of an under cover operation. It was noted that there would be challenges in the future.

It was reported that the PCP had met once, and the Appointments Committee had met twice to appoint two independent people for the whole of the Cheshire Force area. The two names would be considered on Friday by the PCC in Winsford. The Conservative Group had met with the new PCC and the Labour Group had arranged a meeting with him on Friday. It was hoped that the two Independent Members would be agreed.

RESOLVED: That the verbal updates be noted.

21 WELFARE REFORMS AND JOINT WORKING

The Board deferred this item to the next meeting on 6 March 2013 so that full consideration could be given to the issue.

It was reported that letters would be sent out to individuals on low incomes this week raising their awareness and highlighting the impact of the reforms.

It was agreed that Members of the Board email Shelah Semoff their views on the Welfare Reforms and these would be collated in the report for the next meeting.

22 INFORMATION ITEMS

The Board received the following items of business for information only and which were not discussed by the Board:

- The Health and Wellbeing Strategy; and
- The SCS mid year progress report.

RESOLVED: That the information items be noted.

23 CHRISTMAS AND NEW YEAR

As this was the last meeting of the Board prior to the Festive Season, the Chairman extended his best wishes to the Members of the Board and Officers for a Merry Christmas and prosperous New Year. He also thanked the Members for their continued support and looked forward to the very positive future of the partnership.

Meeting ended at 11.50 am

REPORT TO:	Corporate Policy & Performance Board
DATE:	26 February 2013
REPORTING OFFICER:	Strategic Director, Communities
PORTFOLIO:	The Leader
SUBJECT:	Armed Forces Community Covenant
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

To inform the Policy and Performance Board of the Armed Forces Community Covenant (appendix one).

2.0 **RECOMMENDATION: That:**

i) the report be noted.

3.0 **SUPPORTING INFORMATION**

3.1 In referring to Armed Forces this encompasses the Army, Royal Navy & Air Force.

Halton is part of a pan Cheshire Covenant covering the Local Authorities of Cheshire East, Cheshire West & Cheshire, Warrington and Halton. In addition to local authorities, health, probation and job centre plus are involved in supporting the covenant.

The Armed Forces Community Covenant was signed by dignatories representing each of the authorities on the 30th June 2012, Armed Forces Day.

Each Local Authority is required to have a nominated Armed Forces Champion, the Community Development Manager has been designated this role in Halton. The Armed Forces Champion provides representation on a Community Covenant working group that covers the Cheshire area and provides a point of liaison for the forces.

4.0 **ARMED FORCES COMMUNITY COVENANT**

4.1 The Armed Forces Community Covenant is a voluntary statement of mutual support between the civilian community and its local armed forces community. It aims to provide awareness of the role of the armed forces, the sacrifices that in service and ex service personnel

and their families make, encourage activities that integrate armed forces and local communities together and continue to foster civic pride in our armed forces.

4.2 The Armed Forces Community Covenant sets out pledges, twenty in total around five key themes:-

- Housing
- Employment & Benefit
- Education
- Health
- Wellbeing

4.2.1 **Housing**

There is evidence that securing accommodation can be difficult, in particular for those leaving the forces. The pledges request priority is given to armed forces personnel with high priority for veterans injured or disabled or their spouse and dependants for widow (ers). Halton's policy supports this approach, this has been tested through support given to an army widow earlier this year and is cited as an example of good practice by the Armed Forces.

4.2.2 **Employment & Benefits**

These pledges identify it can be difficult for service leavers to secure employment and for those with spouses in service, it can be difficult to seek employment as they often have sole responsibility for childcare. Organisations and services that provide employment and benefit support need to identify service leavers and veterans and ensure additional support is offered.

4.2.3 **Education**

Accessing education provision for service families can be outside of routine school admission timetables, sometimes this is linked to whole regiments moving about or could be individual families. Policies should ensure service families are not disadvantaged in accessing schools of their choice by being resident elsewhere. Schools need to also be vigilant in ensuring support for forces children in integrating to a new environment. Where a child has additional needs appropriate support should also be put in place by the relevant council departments in a reasonable timescale.

4.2.4 **Health**

Access and engaging in health support services for veterans is a priority. There are five pledges which set out (regardless of changes in structures for health provision) access to services will be made easier for armed forces and their families to support good physical health, positive mental health and wellbeing. Health records should indicate if a patient is a current or former service member, places on waiting lists for clinical procedures should be maintained where relocation occurs and the provision of prosthetic limbs will match the

standard provided by the Defence Medical Services. Access to mental health services is a key issue and since the Community Covenant was adopted “Live At Ease” has been launched. This is an initiative commissioned by health aimed at veterans and provides wrap around support to issues which are impacting on the mental health and wellbeing of the veteran i.e debt advice, addiction support, counselling, etc. It aims to be a one stop to provide the required support however complex.

4.2.5 **Wellbeing**

Wellbeing cuts across the other four themes however the pledges here are about supporting access to services in communities and support for those who become involved in the criminal justice system. Areas are urged to consider discounts to leisure facilities and other services if possible for the armed forces community. These pledges reinforce the need for partners to work together to ensure signposting and referrals arrangements with appropriate priorities are in place.

4.2.6 **Community Covenant Working Group**

The working group consists of the Armed Forces Champions from the four authorities, the Lieutenant Colonel of 75 Engineer Regiment, a representative from Wirral NHS (currently has strategic lead responsibility for Health Provision for Military Veterans, transferring to York & Humber shortly), Cheshire Probation Service and input from Job Centre Plus. The group is required to undertake annual reviews of the covenant.

There is a national pot of money to support initiatives endorsed through the Community Covenant Working Groups, there is £30 million unallocated at this stage. Any proposals have to be endorsed from the local covenant working group and from there are submitted to the Ministry of Defence. Projects that have been successful vary from small scale community based projects to replacing a scout hut with a community building, the underpinning theme is integration between the forces and civilian communities. £3.7 million has been allocated so far, 200 applications have been submitted with 86 being successful. The deadline for the next round of proposals is 12th November 2012.

5.0 **WIDER CONTEXT OF ARMED FORCES FOR HALTON**

5.1 It is difficult to know exactly how many in service personnel are from Halton and exactly how many veterans reside here, some work is progressing to provide more accurate figures. Support organisations for veterans have indicative figures from their membership however, one factor for Halton is there is no garrison located here, hence forces members and their families are intrinsic in our regular communities and not always easy to identify. It is a balance not to contradict the concept of integration for forces members and their families in civilian communities whilst ensuring appropriate support and priority is given.

- 5.2 The armed forces are reducing their personnel, 10,532 will be leaving the forces between September 2012 to June 2013, 63% of these have sought service leaver advice and 237 are from the north west and 520 have stated they wish to resettle in the north west, a total of 820. It is anticipated a further breakdown by local authority areas will be available shortly and will be shared with Chief Executives.
- 5.3 It is anticipated from January 2013 there will be a further 6000 service leavers. As one in five in the forces originate from the north west it is reasonable to estimate 1200 returning to the region.
- 5.4 A service leaver event is being held in Liverpool in November 2012, it is an information event for service leavers wishing to return to the area, the Community Covenant Working Group will be represented there including Halton.
- 5.5 There are a number of support organisations that exist to support veterans, some have a presence established in Halton and others deliver services in the area. A web based directory is due to be launched by December 2012 to provide a comprehensive list of organisations and what support they can offer.
- 5.6 The Council will work with partners to assist and support our armed forces and their families in line with the pledges set out in the covenant.

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

6.1 **Children & Young People in Halton**

Ensuring the school admissions process allocates the appropriate priority for serving families and additional support for special needs children in armed forces families is provided in a reasonable timescale.

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

Approximately 5000 early service leavers depart the forces each year with 61% being employed at six months following discharge. Over a third of service leavers are unemployed and require additional support when entering the job market.

6.3 **A Healthy Halton**

Priority for the health & wellbeing of armed forces and veterans is present in health services in Halton. Traditionally, access to mental health support has been low across the forces however a bespoke service "Live At Ease" has been commissioned to provide additional services to clients and is available to Halton residents.

6.4 **A Safer Halton**

Some service leavers and veterans find it difficult to adjust to civilian life and become involved in the criminal justice system. Additional support from custody staff and the probation service are pledges identified in the Community Covenant.

6.5 **Halton's Urban Renewal**

None to report at this stage.

7.0 **RISK ANALYSIS**

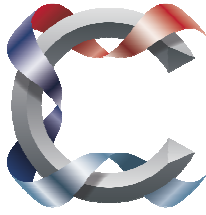
7.1 The covenant is a voluntary statement of pledges to support armed forces personnel, veterans & their families at this stage however, there are indications this will become a statutory requirement in the near future. As the makeup of the armed forces changes from heavy reliance on full-time serving officers to reservists there will be greater impact on regular communities and proactively considering their needs and priorities will enable us to plan effectively.

8.0 **EQUALITY AND DIVERSITY ISSUES**

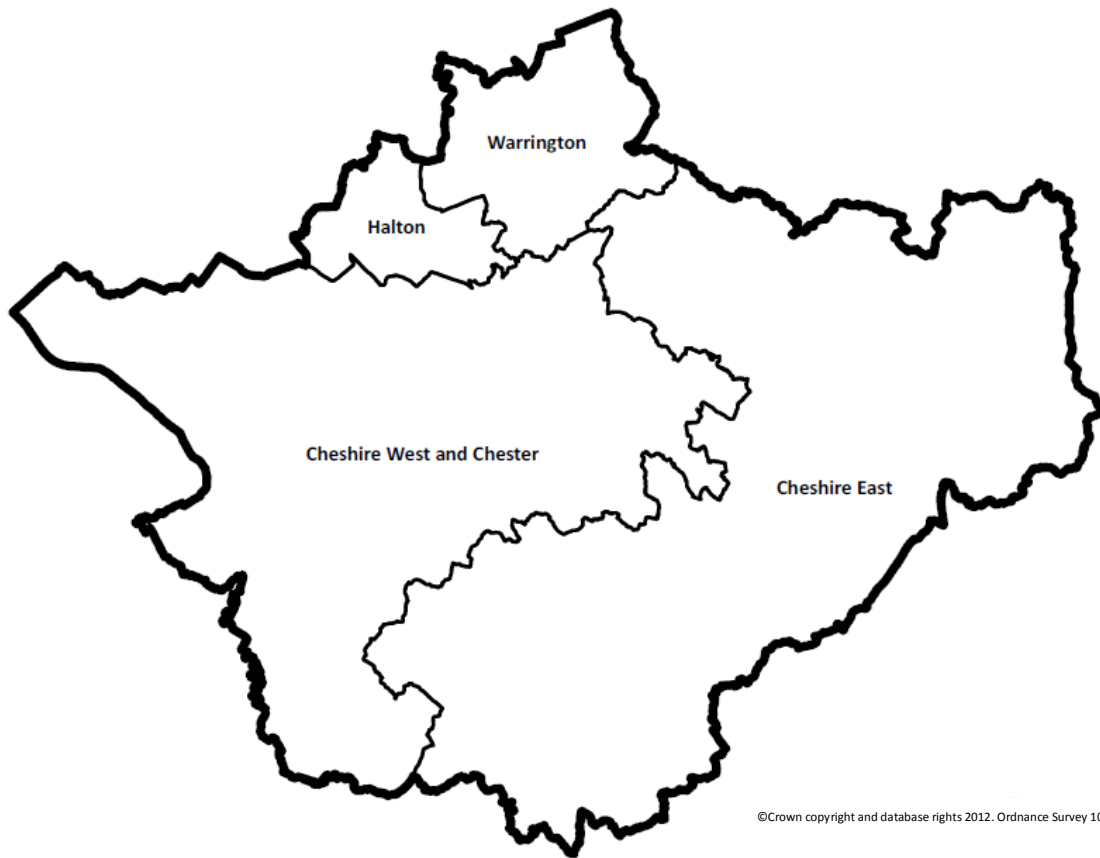
8.1 It is incumbent on the authority to ensure Armed Forces Families and Veterans are not disadvantaged and appropriate priorities are awarded in accessing services.

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

9.1 None under the meaning of the Act.



Community Covenant



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Cheshire, Halton and Warrington

Community Covenant General Principles

The Armed Forces Community Covenant is a voluntary statement of mutual support between a civilian community and its local Armed Forces Community. It is intended to complement the Armed Forces Covenant, which outlines the moral obligation between the Nation, the Government and the Armed Forces, at a local level.

The purpose of this Community Covenant is to encourage support for the Armed Forces Community working and residing in Cheshire, Halton and Warrington and to recognise and remember the sacrifices made by members of this Armed Forces Community, particularly those who have given the most. This includes in-Service and ex-Service personnel and their families and widow(er)s in Cheshire, Halton and Warrington.

This publication explains how we will deliver the Armed Forces Community Covenant. It details our intentions, pledges and the approach that we are taking in order to ensure that the Covenant is a success for the Armed Forces, the Public, Private and Third Sectors as well as the wider community. As such, this covenant supersedes all and any previous versions held by individual signatory Local Authorities

The Armed Forces have a long history in Cheshire, Halton and Warrington:

- The Royal Navy assault ship HMS Albion is affiliated to the city of Chester.
- 75 Engineer Regiment has its Regimental Headquarters in Warrington.
- The 1st Battalion, The Mercian Regiment (Cheshire) recruits its soldiers from within the traditional Cheshire boundaries; the regiment has its area HQ at The Castle in Chester. The battalion is the successor to the 22nd (Cheshire) Regiment.
- The 1st Battalion, The Mercian Regiment has been granted freedom of the Borough of Cheshire East
- B (Cheshire) Company, 4 MERCIAN are located in Widnes.
- D (Cheshire) Company, 4 MERCIAN are located in Crewe.
- C (Cheshire Yeomanry) Squadron are located in Chester.
- The Royal Welsh (The Royal Welch Fusiliers) are located in Dale Barracks, Chester.
- The region's bomb disposal squad is Chester Troop from 521 Squadron, Dale Barracks, Chester. Part of the Royal Logistic Corps, the squadron deals with about 100 call-outs to unexploded ordnance across the region every year.
- B Squadron, 208 Field Hospital are located in Ellesmere Port.

We are immensely proud of our Armed Forces, particularly those from, stationed or returning to Cheshire, Halton and Warrington. We hope that this Covenant will demonstrate our commitment to all of our Armed Service Personnel, Veterans and their Families.

Participants

The following organisations have come together to form a Community Covenant Working Group while additional organisations have come forward to provide advice and support. They have shown their commitment to our Armed Forces Community by signing this Community Covenant:

Community Covenant Working Group

- The Armed Forces
- NHS Western Cheshire
- NHS Cheshire, Warrington and Wirral
- Cheshire Probation Services
- Cheshire West and Chester Council
- Warrington Borough Council
- Cheshire East Borough Council
- Halton Borough Council
- Jobcentre Plus

Supporting organisations

- Halton Chamber of Commerce and Enterprise
- Cheshire Army Benevolent Fund
- Combat Stress
- SSAFA
- The Royal British Legion
- Cheshire Constabulary
- SaBRE - Cheshire

Issues affecting the relationship between the Armed Forces community and the civilian community cannot be solved by one organisation alone, nor does it stop at Local Authority boundaries. The potential barriers faced by a member of the Armed Forces community may also be influenced by, or subject to, the systems created by any or all of these organisations. This is why the organisations listed above have made a commitment to work together to ensure that members of the Armed Forces community are not subject to disadvantage when residing or returning to our communities, accessing services or seeking support throughout Cheshire, Halton and Warrington.

Each member of this Armed Forces Community Covenant has a specialist area of knowledge and expertise. By working together we can be greater than the sum of our parts, working holistically to create the best outcomes for all.

Aims and Objectives

The key values identified at a national level through the government's Covenant guidelines have formed the basis of our Community Covenant:

1. Encourage local communities to support the Armed Forces communities in their areas through the development of local actions.
2. Nurture understanding and awareness amongst the public of issues affecting the Armed Forces Community.
3. Recognise and remember the sacrifices faced by the Armed Forces Community.
4. Encourage activities which help to integrate the Armed Forces Community into local life.
5. Encourage the Armed Forces Community to help and support the wider community.

Furthermore we have identified five recurring themes that we feel we can significantly and positively contribute to. These are not a limit to what we will do but provide some focus to our actions.

- Housing
- Employment and Benefits
- Education
- Health
- Wellbeing

How we work

The Community Covenant Working Group is set up as a network where ideas, issues and best practice can be shared between organisations. Armed Forces Champions from each organisation will act as the first point of contact between organisations to allow the sharing of information and joined up working. Champions have responsibility for facilitating the implementation of the covenant principles and pledges within their organisations. They are also a central point to receive and distribute information within their organisation and externally with partners.

The Community Covenant Working Group will link in to the 42 (NW) Brigade Transition Delivery Working Group which covers Cheshire, Cumbria, Greater Manchester, Lancashire and Merseyside. The Community Covenant Working Group will provide local support, taking into consideration the themes, direction and intelligence provided at this highly strategic level.

The Community Covenant Working Group will also seek to engage with relevant organisations from the private, public and charity sectors. Active engagement with these groups will allow expert advice to be sought, working relationships to be built and further progress to be made.

Themes and Pledges

Housing

Both research and anecdotal evidence has shown that access to housing can be a problem, particularly for those leaving service or for the families of those currently serving or recently widowed. Traditionally, Local Authority Housing Policy has placed housing applicants into priority 'bands' to reflect need, with current residency status forming part of the assessment in accordance with the Common Housing Allocations Policy. Those discharged from service, with no medical needs, are therefore placed in a low band.

Those injured during service may also require additional support to adapt housing to help retain independence and remain in their own home, while homelessness is also recognised as an issue that may be faced by those discharged from the Armed Forces.

Pledge: All Local Authorities agree to place members of the Armed Forces in housing need into priority band B (or equivalent) and will not apply residency criteria to armed forces personnel. Those in housing need who have a serious injury, medical condition or disability that has been sustained as a result of their service in the Armed Forces will be placed in Band A (top priority). This commitment will extend to the dependents and widow(er)s of those serving in the Armed Forces.

Pledge: All Local Authorities agree to acknowledge that Service people occupying Service Family accommodation and who have been issued with a Certificate of Cessation demonstrates impending homelessness. In such cases, a possession order is not required before provision of housing assistance.

Pledge: Those in receipt of a War Pension will have part of this income disregarded in the means test when accessing funding from the Disabled Facilities Grant.

Pledge: Some instances of homelessness can be linked to mental health issues. The NHS is committed to ensuring improvement in mental health services for veterans at a regional level. All organisations will follow their lead and work together to support this aim.

Employment & Benefits

The health and wellbeing of people of working age is critical for supporting the local and national economy and positively contributing to society. It's recognised that being in work is generally good for health and wellbeing, while being out of work can lead to poorer physical and mental health.

Accessing employment opportunities and benefits can be challenging for those leaving service or the partners of those in service. There are approximately 5,000 Early Service Leavers leaving the Armed Forces per year with only 61% of these Early Service Leavers being employed at six month following discharge. Those leaving service may have spent the majority of their career with the Armed Forces and may therefore require additional support when entering the job market. Entrepreneurial individuals may also benefit from business advice and support for accessing investment.

Families of those in the Armed Forces may also be required to move frequently. This can make finding employment difficult. Having sole responsibility for child care whilst their partners are serving can also significantly reduce the ability to keep regular employment.

Pledge: Work together to share and distribute information about existing services allowing access to job opportunities, business advice and benefits.

Pledge: Work with Jobcentre Plus Armed Forces Champions along with Third Sector Organisations to signpost extra support to those discharged from the Armed Forces.

Pledge: Cheshire Probation will continue to provide additional support to veteran offenders, including mentoring.

Education

Frequent moves can cause practical issues when enrolling children into school, particularly outside of the school term. These families generally receive good support when a whole regiment moves but it can be more difficult when individual families move.

Children may also require additional support to ease integration into a new school or area and may face additional challenges when a parent is in service.

Pledge: Where possible, ensure that school admissions and local members of the Armed Forces work together before a move takes place.

Pledge: Work with schools and local groups to develop understanding and support for children of those in service. This includes the timely provision of appropriate support for Service Children with Special Educational Needs.

Health

The public health agenda recognises the Armed Forces community as an important demographic to address in terms of health inequalities and specific health behaviours and needs that are related to Service. Health refers to both clinical and non-clinical elements.

Pledge: We will ensure that all parts of the NHS community will offer support to the local Armed Forces community and make it easier for Service personnel, ex-service personnel, families and veterans to access the services, help and support which will be available in a timely and appropriate manner in order to maximise their potential to achieve good physical health and positive mental health and wellbeing. Accordingly, service members and their families required to move or relocate will maintain their position within a hospital waiting list and in accordance with clinical priorities.

Pledge: Regardless of changes to NHS structures and delivery we will aim to ensure that there is a commitment to service user led design in order that the health care needs of veterans are recognised and met.

Pledge: We pledge to raise the awareness among healthcare professionals about the needs of veterans so that these needs are met. To this end Hospital and GP records will indicate that a patient is a current/former service member. The identification of an individual as a former service member may help identify vulnerable individuals who can then be brought to the attention of supporting agencies.

Pledge: In line with the establishment of pilot schemes by Central Government we pledge to improve veterans' access to Mental Health Services

Pledge: The NHS/Primary Care Trust (PCT) pledges that in the provision of prosthetic limbs the NHS/PCT will as a minimum match the standard provided by Defence Medical Services.

Wellbeing

Wellbeing is intrinsically linked in to all of the themes already described, both as a contributor to and an indicator of the state of individuals and our communities. However, each organisation can further support wellbeing in our communities.

Furthermore, we recognise the Armed Forces community as a distinct group that may experience common issues and needs. We aim to fully integrate involvement and consideration of this community, as we do with all stakeholders, as part of our core business, not as an add-on or afterthought.

Pledge: Cheshire Probation will continue to provide additional support to veterans using Veteran Support Officers with specialist awareness training and will continue to work with Veterans in Custody Support Officers from Merseyside and Great Manchester to ensure best practice

Pledge: Partners will work together to promote existing opportunities including Healthy Living Centres, access to mentoring services, and other services available to members of the Armed Forces community.

Pledge: Where possible, partners will work to provide discounts to leisure facilities and promote relevant discount schemes to the Armed Forces community.

Pledge: Armed Forces Champions will work to promote the needs of the Armed Forces community as part of existing services.

Pledges: All organisations aim to encourage a positive and strengthened relationship between the Armed Forces community and the wider community.

Pledge: All organisations will work together in a mutually beneficial way, acting in accordance with the key values of this Community Covenant.

Monitoring and Development

As our communities develop so too will the role of the Community Covenant. It is therefore important to revise this agreement when necessary. Organisations may also create action plans that will be developed and implemented locally to further support the aims and pledges outlined. The core Community Covenant Working Group will formally meet no less than every six months for the first two years to discuss existing pledges, achievements and issues as well as opportunities for development. Until a suitable non-military lead can be identified, this will be led by the Armed Forces Commanding Officer who holds a responsibility for Cheshire. Annual reviews will provide opportunity for additional organisations to officially sign the covenant.

REPORT TO: Corporate Policy and Performance Board

DATE: 26th February 2013

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Performance Management Reports for Quarter 3 of 2012/13

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To consider and raise any questions or points of clarification in respect of performance management for the third quarter to 31st December 2012.
- 1.2 Key priorities for development or improvement in 2012-15 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Corporate Services Policy and Performance Board:
- Financial Services
 - Human Resources & Organisational Development
 - ICT Infrastructure
 - Legal and Democracy
 - Policy & Performance
 - Property Services
 - Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency. The report details progress against service objectives/ milestones and performance targets, in relation to and describes factors affecting the service for each of the above areas.

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the third quarter performance management reports;**
- 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 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.

3.2 In line with the revised Council's Performance Framework for 2012/13 (approved by Executive Board in 2012/13), the Policy and Performance Board has been provided with a thematic priority based report; which identifies the key issues arising from the performance in Quarter 3.

3.3 The full Departmental quarterly reports are available on the Members' Information Bulletin to allow Members access to the reports as soon as they have become available within six weeks of the quarter end. This also provides Members with an opportunity to give advance notice of any questions, points or requests for further information that will be raised to ensure the appropriate Officers are available at the PPB meeting. Departmental quarterly monitoring reports are also available via the following link

<http://hbc/teams/PERFIMP/PolicyandResourcesQMR/Forms/AllItems.aspx>

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 Priority Based 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

Not applicable

Corporate Services - Priority Based Quarterly Performance Report

Reporting Period: **Quarter 3 – Period 1st October to 31st December 2012**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2012/13 for service areas within the remit of the Corporate Services Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2012-15 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Corporate Services Policy and Performance Board:
- Financial Services
 - Human Resources & Organisational Development
 - ICT Infrastructure
 - Legal and Democracy
 - Policy & Performance
 - Property Services
 - Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency.

- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-
- The Medium Term Financial Strategy (MTFS) was approved by Executive Board in November which set out an expected funding gap of up to £37M over the next 3 years (2013-16). The Council's 2013-14 base budget has been prepared within the framework of the MTFS.
 - On 19th December 2012 the Government announced the Local Government Finance Settlement, the first to be announced under the new Business Rates Retention Scheme, which provided details of the Provisional Grant Settlement for Halton for 2013/14 and indicative figures for 2014/15.

- Overall the settlement, inclusive of specific grants, was broadly in-line with that forecast as part of the MTFs. This will require budget savings to be achieved of £14.2m in 2013/14.
- On 29th November Executive Board recommended initial 2013/14 budget savings proposals of £6.04m which were approved by Council on 12th December. The budget proposals that were endorsed will be implemented immediately and will contribute to keeping spend within budget for the current financial year. Further budget saving proposals will be presented to Council on 06th March in order to deliver a balanced budget for 2013 -14.
- In November the Government published a policy statement on Business Rate Retention Scheme. The main change affecting Halton from that previously published was to confirm proportionate shares will be calculated over 2 years as opposed to 5 years. Given the significant planning developments that have occurred within the borough in the preceding 2 years this will have the negative impact of increasing the Council's business rate baseline figure.
- Following the publication by the DCLG of a national framework for Council Tax Exemptions on Unoccupied Properties the local discretionary elements of the scheme have now been approved by Members and will come into effect from 01st April 2013.
- During quarter 3 the Efficiency Programme Office has facilitated the drawing up of a proposed structure for the Policy & Strategy, Performance & Improvement and Communications & Marketing areas. This has been the subject of consultation with staff (which closed on 4th January) and the remaining stages of the workstream will be progressed with a view to implementing a revised structure for these business areas.
- A new workstream to review the Employment, Learning & Skills Division in the Children & Enterprise Directorate is now at the As-Is stage. A workstream to review the Intermediate Care aspects of Adult Social Care is also commencing and is currently at scoping stage.
- Consultations commenced with the trade unions on the budget proposals that have H.R. implications and a mid-point review was undertaken prior to Christmas which identified the final proposals to be agreed at the close of consultation in January 2013. At risk letters were prepared for employees returning in January and managers advised accordingly regarding the process to be followed.
- A series of Change Management courses have been delivered to elected members and new courses for staff and managers commenced in motivational and resilience training.

- Work continues with the transition of the Public Health to the Council with a series of meetings being held with staff and their representatives. This will be on-going until the date of formal transfer on 1st April 2013.
- A number of IT projects have continued during the period and these include.
 - The planned upgrade of school Service Level Agreements and new Cloud Services developments enabling pay as you go access to the latest Mac and Windows desktop solutions. This has the potential to increase revenue income for the Council and expressions of interest have been high.
 - The continued upgrading to Windows 7 and the deployment of Member ICT applications offering greater accessibility and flexibility.
- The Election and Communication teams were instrumental in leading a very well organised Cheshire – wide Police & Crime Commissioner election in November and Legal Services have also contributed to the development of the Police & Crime Panel which had its first full meeting in December.
- The Council continues to meet the standards set out in the North West Charter for Elected Member Development. The Council's submission was highly commended and following a verification visit had its portfolio approved.
- The recent Internal Communications Survey received a very positive response as compared to the previous survey with significant increases in the number of staff believing that there has been an improvement in internal communications (62% to 71%) those satisfied or very satisfied with the methods on internal communication (65% to 78%) and those that believe that the authority is open and honest in its communication (44% to 65%).
- Additionally results from the latest reader survey showed that 99% of Inside Halton readers were satisfied or more than satisfied with the magazine. The March edition of the magazine will feature an article on the survey which will focus on the comments and improvements suggested by readers.
- In relation to the Mersey Gateway Project the land acquisition programme continues to ensure the delivery of the required land, or necessary rights that the Project Company needs to allow construction to be completed. A significant number of affected businesses have now identified relocation premises and the team are working with them to ensure they have relocated and vacated their existing premises by April 2013.

- A number of policy issues have been taken forward during the quarter 3 period and these include.
 - The adoption of the Core Strategy Local Plan by full Council in December.
 - The Council's Single Equality Scheme, which ensures compliance with the Equality Act and Public Sector Equality Duty (PSED), being simplified and updated.
 - Protocols and processes for Community Right to Challenge being approved and piloted and Protocols for Assets of Community Value and the Halton Housing Strategy being prepared for presentation to Executive Board in Quarter 4.
 - The development of various policy documents including; a Joint Urgent Care Strategy between the Council and the Halton Clinical Commissioning Group; a Self-Harm Multi Agency Protocol; and a Resource Directory for Assessment and Care Management Services.
- In relation to Catering Services the Schools Meals Service has now engaged in a national framework agreement with TUCO (who purchase food for all UK Universities) and this arrangement has seen a significant reduction in food costs in the borough. However food prices remain volatile, in part due to recent high rainfalls, and this may drive up costs in the immediate future.
- There are presently a relatively high proportion of female Catering Supervisors and it is anticipated that changes to retirement legislation may result in an increase in the number of applications for flexible retirement arrangements within this area of operations.
- Alternative payment packages continue to be introduced for Stadium Fitness membership and these continue to prove popular as does the use of the Stadium i-Pitch with over a 100 Football and Rugby Teams now being registered to play through casual or block bookings.
- Stadium and Civic Catering have held a number of events during the quarter 3 period including a number of Christmas lunch and other events seeing over 3, 000 customers using the Stadium in December along with over 300 customers using the themed catering facilities at the Brindley on Bonfire Night.

3.0 Emerging Issues

3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

- I. Council Tax Support replaces Council Tax Benefit from 1st April 2013. The new local scheme has received approval from Members and communication will commence in January 2013 with those claimants that will be affected by the transition to the new scheme.
- II. The proposed introduction of a Benefits Cap from 1st April 2013, which caps benefit claimant income at £500 per week for a couple or single parent and £350 per week for single adult households without children, has seen implementation delayed until September 2013. There are approximately 80 households in Halton that will be affected by these changes and further communication will take place around summer 2013 to assist them through changes to their benefit entitlements
- III. The Housing Benefits service has identified 2,500 households that will be affected by the introduction of a size criterion within the social rented sector restricting payments to those who under-occupy their homes. These changes have been communicated to those residents affected in order to advise them of the potential reduction in Housing Benefit from 1st April 2013.
- IV. Changes to current exemptions on unoccupied properties and the introduction of the Business Rates Retention Scheme will both impact upon the Council's future finances and will increase the collectable debt to the Council and this may have an adverse impact upon collection rates.
- V. An e-learning application to raise awareness of the Bribery Act 2010 is under development and is due to be rolled out in quarter 4. The application will develop the awareness and understanding of employees around bribery, its consequences and the Council's internal policies and procedures established to mitigate the risk of bribery.
- VI. Planning has begun for preparation of the 2012/13 final accounts and support continues to be provided on the financial aspects of the Mersey Gateway Project, the partnership with the Merseyside Disposal Authority for the procurement of waste treatment and disposal facilities and the resolution of equal pay claims.

- VII. Work continues for the introduction of Real Time Tax Information and pension's auto-enrolment which it is envisaged will be between April – June for the Council. It is expected this will involve changes to payroll process which will be accommodated by the introduction of iTrent which will be a major project for the HR team over the coming months.
- VIII. Processes and policies will need to be refined as the implementation and practical implications of Social Work reform become known and preparations continue to enable the Council to respond to changes in the criteria for Criminal Records Bureau (CRB) processes.
- IX. In relation to the provision of ICT / Administration services major work will be undertaken over the coming months to develop a purpose built centre to deal with Corporate Records Management and the integration of the in-house Print Unit.
- X. Additionally to facilitate the effective transition of the Public Health functions all relevant staff have now been connected to the Council e-mail and Lync telephony system with all data requirements now being documented and access solutions being developed.
- XI. The focus of the Elections Team will now move towards individual voter registration and the annual review of the Council's Constitution is now well underway.
- XII. Tenders for the provision of highway improvement and maintenance works in Halton and Warrington have been received from 5 organisations. The financial and quality aspects of these submissions are currently being evaluated with a view to awarding the Contract in early March 2013 and contract start on 01 June 2013.
- XIII. The Connecting Cheshire bid to bring a £40m investment in superfast broadband into Halton and Cheshire is gathering pace and procurement is expected to start shortly.
- XIV. The Department for Communities and Local Government (DCLG) have recently consulted on introducing legislation requiring local authorities to publish specific items of data in pursuit of the government's local accountability agenda. Whilst a Code of Recommended Practice on Data Transparency was published in 2011 the Secretary of State now wishes to strengthen government's ambition to place more power into people's hands by making regulations requiring authorities to publish data in a manner and form specified. The Strategic Director (Policy and Resources) is presently leading a small working group to establish the extent to which the authority complies with the existing Code and what the future resource and practical requirements may be should legislation be introduced.

- XV. The launch of universal credit pilots (in Tameside, Oldham, Wigan and Warrington) will begin in April 2013 to demonstrate how the new scheme will work. UC will be phased in over a period of four years to 2017. Between October 2013 and April 2014 new claimants will begin to receive UC and a further half a million existing claimants will also move to UC as and when their circumstances change significantly. The second phase will begin in April 2014.
- XVI. Additionally from April 2013 Community Care Grants and Crisis Loans for general living expenses (including rent in advance) will be abolished and replaced by a new local provision which will be administered by the Council.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2012/13 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks has been undertaken in Quarter 2 and will be undertaken in quarter 4. Progress against the application of the risk treatment measures in Quarters 2 is reported in each of the Departmental Quarterly Monitoring Reports.

One high risk identified for an area falling within the remit of this PPB, where progress is uncertain in respect of the Welfare Reform agenda and the impact this may have on the accessibility of families to school lunches if on low incomes. This will be reported on in quarter 4

All other high risk mitigation measures are being implemented as planned.

5.0 Progress Against High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.

As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate to quarter 3 2012 – 2013.

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

Financial Services









Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board November 2012 and Council in March 2013	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2012 . Publish the Abstract of Accounts by 30th September 2012 .	

Supporting Commentary

The Medium Term Financial Strategy was reported to Executive Board on 29th November and the Abstract of Accounts was approved and published as planned.

Key Performance Indicators





Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
FSLI 05	Proportion of Council Tax that was due that was collected	97.11	96.00%+ (cumulative)	85.5		
FSLI 06	The percentage of Business Rates which should have been received during the year that were received	97.11	96.00%+ (cumulative)	84.83		
FSLI 08	Achieve investment returns for the year higher than benchmark.	1.40%	0.87%	1.93%		N/A
FSLI 10	Average time for processing new claims (Housing & C.Tax Benefit)	12.57	18	11.51		
FSLI 13	Number of residents accessing Welfare Rights Advice at a casework level.	New measure	1,100	852		N/A

Supporting Commentary

As compared to the same period last year the collection of Council Tax has marginally reduced by 0.2% whilst the collection of Business Rates has increased by 0.36% with annual targets for both measures remaining likely to be achieved. Additionally the use of payment by direct debit has increased by almost 2% to 71% and continues to show a positive trend.

The processing of claims has reduced by 1.3 days as compared to the same time last year. it is also anticipated that as a consequence of welfare reform the number of residents seeking welfare advice will continue to rise.









Human Resources & Organisational Learning and Development**Key Objectives / milestones**





Ref	Milestones	Q3 Progress
HRLD O1	To further enhance the existing coaching programme - September 2012	
	Further develop the capacity for e-learning opportunities and undertake promotional activities December 2012	
	Promote and take forward the delivery of actions identified within the Corporate Peoples Plan March 2013	
HRLD O2	Further develop the HR Self-serve portal - September 2012	

Supporting Commentary

Accreditation for the delivery of coaching skills has successfully been achieved and this now forms part of the ILM programme. Additionally there are currently 23 e-learning modules available for employees and the Organisational Staff Development Group continue to oversee the delivery of the Corporate People's Plan.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	9.03	8.5	6.61		
HRLD LI 7	The percentage of top 5% of earners that are					
	a) women	58.27	50.00	56.59		
	b) From BME communities.	2.73	1.0	2.88		
	c) With a disability	0.61	5.0	0.65		

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
HRLD LI 8	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	2.21	7.50	1.4		
HRLD LI 9	Minority Ethnic community staff as % of total workforce.	0.89	1.0	0.90		



Supporting Commentary

The number of working days lost due to sickness is marginally higher when compared to the same period last year (6.54 days) whilst the top 5% of earners who are women is slightly lower.

Whilst the authority's recruitment processes are designed to ensure equality of opportunity it remains unlikely that the ambitious annual targets in relation to disabled staff can be achieved.

ICT Infrastructure

Key Objectives / milestones











Ref	Milestones	Q3 Progress
ICT O1	Upgrade of the virtualization platform to version V6 – December 2012	
	Development of Cloud Application Distribution Platform - February 2013	
	Site to site dual Backup system - September 2012	
	Schools Cloud Services Trial and the development of a future primary trial site - September 2012	
	Interactive Web Services and SharePoint Integration – June 2012	

Supporting Commentary

All key objectives have or are being progressed as planned. The development of the Cloud platform is now at the testing stage and the Schools trial is now complete at Secondary with a Primary School pilot now being underway.

In relation to other service objectives there has been some slight slippage in relation to the Corporate Wireless upgrade and the Lync enhancement and Contact Centre integration but both of these projects are being progressed with further work being undertaken in quarter 4.



Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	100	99	99		
ITC LI 2	Average availability of the Councils WAN infrastructure (%).	100	99	99		
ITC LI 4	% Of all responsive repairs completed within 2 working days.	92	80	92		
ITC LI 6	Member Support: % of calls responded to within 1 working day	95	99	99		
ITC LI 8	Average working days from order to completion of a new PC	10	10	9		

Supporting Commentary

Whilst one measure is showing a slight deterioration as compared to the same period last year the difference is marginal and overall performance remains extremely positive with a number of measures almost at their ceiling of 100%.











Legal & Democracy**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation January 2013	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting March 2013 To induct all new members – by October 2012	

Supporting Commentary

Work continues as planned in relation to the renewal of accreditation which will occur during quarter 4. Additionally 45 MAP meetings have been held with Members to date with a further 4 still to be arranged.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
LDLI 01	No. Of Members with Personal Development Plans (51 Total)	51 (100%)	50 ¹ (100%)	46 (86%)		
LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	138	N/A	143		
LDLI 07	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	20	N/A	19		
LD LI 13	% of customers satisfied or very satisfied with the service of the internal print service.	100	80	100		
LDLI 15	% satisfaction with Inside Halton	98	87	99		

Supporting Commentary

46 of the 50 Members MAP meetings have now been held with 4 still remaining.




Attendance at meetings by members of the public remains as expected although the number of questions being asked is unlikely to achieve the annual target figure. As previously reported both of these measures are affected by a range of influences, including the nature of agenda items etc., and attendance at meetings is only one of the channels through which the public communicate with Officers and Members of the Council.

Satisfaction with internal print services remains at ceiling and results from our annual survey showed that 99% of Inside Halton readers were satisfied or more than satisfied with the magazine. The March edition of the magazine will feature an article on the survey which will focus on the comments and improvements suggested by readers.

¹ 5 Members have expressed a wish not to partake in this programme.

Policy & Performance

Key milestones

Ref	Milestones	Q3 Progress
PPT O1	Progress the Core Strategy to adoption October 2012 Revision of Adult and Social Care policies March 2013	
PPT O4	Monitor performance against the Sustainable Community Strategy targets 2011 – 16 and review delivery plans with partners June 2012 Respond as appropriate to the Munro Review of Child Protection to ensure that the Children and Enterprise Directorate have effective quality assurance and performance management frameworks in place by September 2012 . Support un-announced and announced statutory inspections in Children & Enterprise Directorate March 2013	  

Supporting commentary

The Core Strategy was adopted by Full Council in December and following a period of public consultation the representations have been forwarded to the Inspectors whose response is presently awaited.

Performance monitoring against the delivery of the Sustainable Community Strategy was undertaken as planned and work is now underway to undertake a review of existing targets in conjunction with the development of the suite of medium-term Directorate Plans for the coming financial year (2013 – 16).

The performance management framework for Halton Safeguarding Children Board (HSCB) has been redeveloped in response to the Munro Review and the new framework for Child Protection, introduced in May, was widely communicated to staff in order to ensure that the authority's response to inspection remains fit for purpose.

This framework remains in place until May 2013 when it is expected to be replaced with a multi-inspectorate framework which will give more focus on the interagency working and all services around vulnerable children. The Performance & Improvement Division are involved in all planning to ensure that when Ofsted are inspecting Halton, that all agencies are as prepared as they can be and that outcomes are positive for children and young people.

Upton All Saints Children's Centres was inspected during the quarter which was graded as 'good' and support was also provided to the Employment Learning and Skills Division achieving accreditation following the Matrix Assessment in December 2012 for e.g. the National Careers Service.

Catering and Stadium Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - January 2013.	<input checked="" type="checkbox"/>
	Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - March 2013.	<input checked="" type="checkbox"/>
	Formulate proposals for events linked to the Rugby World Cup 2013 - September 2012.	<input checked="" type="checkbox"/>
CE O3	School Lunches - Deliver a promotion and educational campaign - September 2012 and January 2013.	<input checked="" type="checkbox"/>
	Review and update the strategy and action plan to increase the uptake of free school meals - July 2012.	<input checked="" type="checkbox"/>
	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - Sept 2012.	<input checked="" type="checkbox"/>
CE O8	Continue to implement annual sports bar specific action plan designed to improve profitability March 2013	<input checked="" type="checkbox"/>
	Continue to develop promotional strategy to attract a minimum of 18 large corporate events annually to the Stadium - March 2013.	<input checked="" type="checkbox"/>

Supporting Commentary

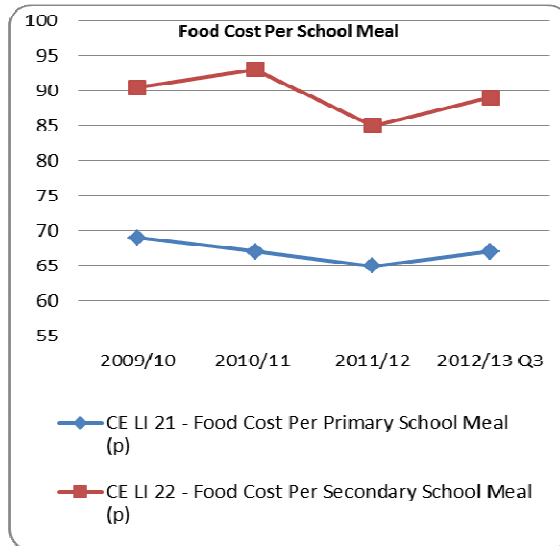
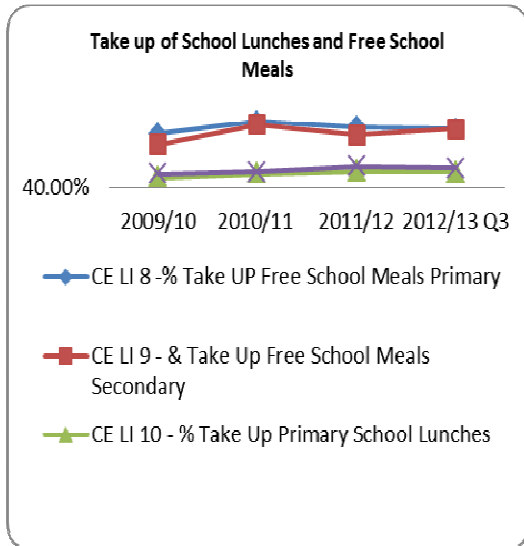
The customer satisfaction survey is on track to be completed as planned and the on-going promotion of off-peak opportunities has led to a number of organisations hosting high quality affordable events at the Stadium. A range of activities are being formulated in anticipation of the USA Team being based at the Stadium for the Rugby World Cup in 2013.





In relation to school lunches new menus have been developed and parents evening's arranged with the resulting positive effect upon the take up of free school meals. Additionally work with Public Health colleagues will result in School Catering staff providing support to the Healthy Eating Agenda.

A number of initiatives have been undertaken in the Sports Bar and a further review of progress is scheduled for Quarter 4. Additionally the Marquee Suite has proved to be very popular with private and corporate customers and in generating revenue.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
CELI 1	No. of meals served versus hourly input of labour (Previously SH1).	9.90	9.50	9.87	✓	↑
CELI 8	% Take up of free school meals to those who are eligible (Previously SH LI 8)					
	a) Primary Schools	77.71	82.00	76.61	✗	↓
CELI 9	b) Secondary Schools	72.81	72.50	76.80	✓	↑
	% Take up of school lunches (%) – (Previously NI52).					
CELI 10	a) Primary Schools	50.34	52.00	50.13	?	↑
CELI11	b) Secondary Schools	53.74	53.00	52.33	?	↑
CELI 21 / 22	Food cost per school meal (pence) - (Previously SH6a).					
	a) Primary Schools	65p	75p	67p	✓	↓
	b) Secondary Schools	85p	94p	89p	✓	↓



Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
CELI 2	Turnover of the Stadium (£m's) (Previously SH2).	2.10	2.45	1.79		
CELI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH3).	13.4	10	5.2		







Supporting Commentary

The take-up of school meals, including free school meals, continues to show a largely positive trend and whilst cost per meal has increased slightly when compared to the same period last year they have been contained in spite of significant increases in food prices.

Additionally when compared to the same period last year there has been an increase in Stadium turnover and a decrease in the Council's contribution to operating costs with both measures likely to achieve their annual target.

Property Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
EEP O1	Market the Lakeside and Canal side development sites in July 2012 .	
	Review accommodation in light of budget decisions by July 2012 .	
	Identify further property to be considered for sales and implement asset disposals by March 2013 .	
	Commence the development of Moss bank Park by March 2013 .	
EEP O2	Maintain a comprehensive database of all commercial properties by March 2013 .	
	Facilitate the Mersey Gateway acquisition and business relocation programme by March 2013 .	

Supporting Commentary

Provisional agreement in place (with HCA support) for the disposal of phase 1 Lakeside to Keepmoat Homes. Full planning permission was secured by Keepmoat in December 2012. Asset Management finalising details of land disposal which has been delayed whilst Keepmoat address a perceived drainage connection issue.

Discussions are progressing with Plus Dane for the release of a second parcel of Lakeside for a mixed tenure development, as required by newly adopted Halton Core Strategy affordable housing policy. Pre-planning discussions will commence in January 2013, with submission of an application in April 2013.

Following the expiry of the renewed outline planning permission covering the entirety of Lakeside and Canalside, an assessment is being made of the cost, benefit and risks associated with submission of new outline planning application dealing with remaining parcels of Lakeside and Canalside.






An asset disposal report was approved by the Asset Management Working Group in December, following consultation with Ward members and the Member with Portfolio and a report will be submitted to Executive Board in March.

In regards to the development of Moss Bank Park a Developer has now been selected and the Development Agreement is on course to be completed in Jan 2013. Actual works on site are unlikely to be commenced by March 2013, but likely to be starting on site during financial year 2013/14.

The BIG Team continue to maintain a comprehensive database of all commercial property; that is development land, industrial and office space and retail units. A number of initiatives have been put in place over the last twelve months to improve the on-line provision of property searches.

The land acquisition programme continues to ensure the delivery of the required land, or necessary rights that the Project Company needs in order to construct the Mersey Gateway.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
<u>PYS LI 01</u>	The % of Authority buildings open to the public which suitable and accessible to Disabled people (%).	86	86	86%		
<u>NI 185 / NI 194 Replacement</u>	New Greenhouse gas (GHG) emissions indicator.	Total 25,817t CO ₂ e 2010/11 figure	Total 25,559t CO ₂ e 2011/12 Target	Total 23,917t CO ₂ e 2011/12 Actual		N/A
<u>DIS LI 02</u>	The % occupancy of Widnes Market Hall.	85	90	92%		

Supporting Commentary

As reported previously the target for disabled access to buildings will remain at current levels for the foreseeable future due to both the nature of some buildings and current resource availability.

As reported previously work continues in relation to reducing emissions through for example the rationalisation of buildings, employee education initiatives and energy efficiency projects.

At the end of Q3 there were 14 of 184 stalls vacant within the market. Although businesses are still expressing interest in available space the on-going economic climate is resulting in many businesses facing increasing financial pressures and this may have an effect upon occupancy rates in the long-term.

7.0 Financial Summaries

FINANCE DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	7,239	5,329	5,140	189
Supplies & Services	578	370	367	3
Other Premises	130	82	51	31
Agency Related	1	0	0	0
Insurances	1,930	1,543	1,543	0
Charitable Relief	120	0	0	0
Concessionary Travel	2,347	1,565	1,564	1
Capital Financing	9	6	6	0
Council Tax Benefits	11,107	11,107	11,109	(2)
Rent Allowances	52,960	41,504	41,499	5
Non HRA Rebates	49	37	43	(6)
Total Expenditure	76,470	61,543	61,322	221
<u>Income</u>				
Fees & Charges	-57	-48	-92	44
SLA to Schools	-846	-776	-735	(41)
NNDR Administration Grant	-169	0	0	0
Hsg Ben Administration Grant	-1,283	-962	-963	1
Rent Allowances	-52,370	-39,262	-39,262	0
Council Tax Benefits Grant	-10,960	-8,127	-8,125	(2)
Reimbursements & Other Grants	-737	-431	-432	1
Liability Orders	-373	-279	-256	(23)
Non HRA Rent Rebates	-49	-36	-37	1
Transfer from Reserves	-276	-208	-208	0
Total Income	-67,120	-50,129	-50,110	(19)
Net Controllable Expenditure	9,350	11,414	11,212	202
<u>Recharges</u>				
Premises	500	375	380	(5)
Transport	68	51	51	0
Asset Charges	138	0	0	0
Central Support Service	3,710	2,783	2,783	0
Support Service Income	-7,808	-5,855	-5,855	0
Net Total Recharges	-3,392	-2,646	-2,641	(5)
Net Department Total	5,958	8,768	8,571	197

Comments on the above figures:

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

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Audit & Operational Finance and Revenues and Benefits Divisions. The vacant posts will act as contributions towards the Department's staff turnover savings target and some towards the 13/14 savings target.

Expenditure on other premises expenditure is lower than the budget profile which is mainly due to reduced utility costs in Halton Direct Links.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges.

At this stage it is anticipated that spend will be within budget at the end of the financial year.

HUMAN RESOURCES DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	1,761	1,376	1,316	60
Employee Training	294	87	86	1
Supplies & Services	283	150	153	(3)
	1	1	1	0
Total Expenditure	2,339	1,614	1,556	58
Income				
Fees & Charges	-23	-18	-85	67
School SLA's	-382	-382	-394	12
	-255	-255	-255	0
Transfers from Reserves				
Total Income	-660	-655	-734	79
Net Operational Expenditure	1,679	959	822	137
Recharges				
Premises Support	428	321	321	0
Transport Recharges	16	12	12	0
Central Support Recharges	776	582	582	0
Support Recharges Income	-2,921	-2,190	-2,190	0
Net Total Recharges	-1,701	-1,275	-1,275	0
Net Departmental Total	-22	-316	-453	137

Comments on the above figures:

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

Regarding expenditure, employee costs are lower than the budget, which is mainly due to vacant posts within Learning and Development and staff turnover within Human Resources. This reduction in expenditure will contribute towards the Department's 2012/13 staff turnover savings target. The vacant posts will also act as contributions towards the Department's 2013/14 savings proposals.

With regards to income, fees and charges are above budget which is due to charges made to Schools and Academies for the provision of additional HR support services.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

ICT AND SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date (Overspend) £'000
Expenditure				
Employees	5,752	4,349	4,269	80
Supplies & Services	831	491	285	206
Computer Repairs & Software	437	328	327	1
Communications Costs	396	347	350	(3)
Other Premises	15	12	18	(6)
Other Transport	3	2	0	2
Capital Financing	135	106	105	1
Total Expenditure	7,569	5,635	5,354	281
Income				
Fees & Charges	-264	-203	-133	(70)
Reimbursements & Other Grants	0	0	-12	12
Internal Billing	-97	0	0	0
SLA to Schools	-205	-205	-187	(18)
	-187	-162	-162	0
Transfers from Reserves				
Total Income	-753	-570	-494	(76)
Net Controllable Expenditure	6,816	5,065	4,860	205
Recharges				
Premises	349	262	258	4
Transport	32	24	23	1
Asset Charges	1,447	0	0	0
Central Support Services	1,072	804	804	0
Support Service Income	-9,850	-7,385	-7,383	(2)
Net Total Recharges	-6,950	-6,295	-6,298	3
Net Department Total	-134	-1,230	-1,438	208

Comments on the above figures

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

With regards to expenditure, employee related expenditure is lower than the budget profile due to a number of vacancies which exist within the department.

Spend on supplies & services are also lower than the budget profile at the end of the quarter.

This is due to reduced expenditure on general equipment and furniture which is a result of the procurement policy introduced during 2011/12 whereby surplus furniture made available due to staff leaving the Council is re-allocated wherever possible before any new purchases are made. A saving proposal will be put forward from this budget in order to help fund the deficit for 2013/14.

With regards to income, fees & charges are currently lower than the budget profile which is due to the introduction of an additional income target for 2012/13.

At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

Capital Projects as at 31st December 2012

Capital Expenditure	2012/13 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,230	842	575	655
Net Expenditure	1,230	842	575	655

Comments on the above figures.

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

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	2,077	1,581	1,476	105
Supplies & Services	413	318	311	7
Civic Catering & Functions	29	4	0	4
Legal Expenses	224	176	178	(2)
Capital Financing	31	23	16	7
Total Expenditure	2,774	2,102	1,981	121
Income				
Land Charges	-95	-71	-68	(3)
School SLA's	-47	-47	-66	19
License Income	-268	-201	-203	2
Print Unit Fee Income	-173	-126	-123	(3)
Other Income	-22	-17	-32	15
Transfers from Reserves	-137	-137	-137	0
Total Income	-742	-599	-629	30
Net Operational Expenditure	2,032	1,503	1,352	151
Recharges				
Premises Support	382	242	242	0
Transport Recharges	35	26	28	(2)
Asset Charges	2	0	0	0
Central Support Recharges	1,015	761	761	0
Support Recharges Income	-2,361	-1,770	-1,770	0
Net Total Recharges	-927	-741	-739	(2)
Net Departmental Total	1,105	762	613	149

Comments on the above figures:

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

With regards to expenditure employee costs are lower than the budget profile due to a number of vacant posts that exist within the Marketing & Communications Division. The in-year savings resulting from the vacant posts will act as contributions towards the Department's 2012/13 staff turnover savings target.

Significant legal costs have been incurred in respect of a complex and lengthy High Court child protection case.

It is hoped that these costs can be absorbed within the existing budget allocation. Spend in this area will continue to be monitored closely throughout the remainder of the financial year.

With regards to income other income is currently above the budget profile at the end of the quarter which is partly due to the income generated from Legal Fees, partly for charging for issuing duplicate electoral forms, and partly from the sale of advertising space in the In Touch magazine.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

POLICY, PLANNING & TRANSPORTATION DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	6,050	4,670	4,713	(43)
Other Premises	230	117	102	15
Hired & Contracted Services	1,697	827	821	6
Supplies & Services	369	153	149	4
Street Lighting	1,656	970	951	19
Highways Maintenance	2,160	1,188	1,177	11
Bridges	92	92	94	(2)
Fleet Transport	1,259	1,207	1,206	1
Lease Car Contracts	694	642	642	0
Bus Support – Halton Hopper Tickets	170	155	156	(1)
Bus Support	575	351	361	(10)
Out of Borough Transport	51	34	32	2
Finance Charges	407	486	486	0
Grants to Voluntary Organisations	75	75	75	0
NRA Levy	62	46	45	1
Mersey Gateway	5,176	3,051	3,051	0
Total Expenditure	20,723	14,064	14,061	3
Income				
Sales	-247	-256	-289	33
Planning Fees	-486	-260	-230	(30)
Building Control Fees	-182	-136	-115	(21)
Other Fees & Charges	-395	-323	-387	64
Rents	-8	-6	-6	0
Grants & Reimbursements	-3,634	-501	-496	(5)
School SLAs	-38	-38	-37	(1)
Recharge to Capital	-3,248	-2,345	-2,345	0
	-702	0	0	0
Contribution from Reserves				
Total Income	-8,940	-3,865	-3,905	40
Net Controllable Expenditure	11,783	10,199	10,156	43
Recharges				
Premises Support	832	486	496	(10)
Transport Recharges	518	425	407	18
Asset Charges	8,498	0	0	0
Central Support Recharges	3,007	2,256	2,256	0
Departmental Support Recharges	546	0	0	0
Support Recharges Income – Transport	-3,993	-3,313	-3,321	8
Support Recharges Income – Non Transport	-4,254	-1,937	-1,938	1
Net Total Recharges	5,154	-2,083	-2,100	17
Net Departmental Total	16,937	8,116	8,056	60

Comments on the above figures:

In overall terms revenue spending at the end of quarter 3 is below budget profile. This is due to a number of expenditure and income budget areas.

Staffing is above budget due to savings targets not being fully met within Bridge & Highway Maintenance, Logistics, and Policy & Strategy divisions. There are also efficiency savings targets within the Policy & Strategy division which will not be achieved until 2013/14 following the implementation of the Policy, Performance, Marketing & Communications workstream.

Other Premises is below budget to date mainly due to a lower than expected utility bills within Logistics Division.

Supplies & Services is below budget due to a combination of small variances to date across Logistics Policy & Strategy and Traffic, Risk & Emergency Planning divisions.

Fees & Charges income is above income target partly due to MOT fees performing better than anticipated at this point in time. The remaining variance relates to Traffic Management where there have been additional road closures, higher than expected number of defects and overstays by Statutory Undertakers. It is anticipated that this will not continue as Statutory Undertakers are taking action to improve their efficiency and standards of work to avoid incurring these charges and challenging/refusing to pay invoices. This has been evidenced recently by the fact that very few United Utilities reinstatements are now failing their inspection. This additional income will offset not being able to achieve savings originally anticipated from switching off street lighting. This is due to increased standing charges from the energy supplier as a result of the feed in tariffs.

At this stage it is anticipated that overall spend will be lower than the Departmental budget at the financial year-end.

POLICY, PLANNING & TRANSPORTATION

Capital Projects as at 31st December 2012

	2012/13 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Local Transport Plan				
Bridges & Highway Maintenance				
Bridge Assessment, Strengthening & Maintenance	5,245	4,023	4,356	889
Road Maintenance	1,578	1,180	1,420	158
Total Bridge & Highway Maintenance	6,823	5,203	5,776	1,047
Integrated Transport	838	416	250	588
Total Local Transport Plan	7,661	5,619	6,026	1,635
Halton Borough Council				
Early Land Acquisition Mersey Gateway	13,481	8,070	8,055	5,426
Development Costs Mersey Gateway	3,500	1,528	1,528	1,972
Street lighting – Structural Maintenance	200	160	94	106
Risk Management	167	120	99	68
Total Halton Borough Council	17,348	9,878	9,776	7,572
Grant Funded				
Surface Water Management Grant	172	0	0	172
Contaminated Land –Heath Road Allotments	48	2	9	39
Growth Points	380	380	380	0
Mid Mersey Local Sustainable Transport - Infrastructure	10	2	2	8
Total Grant Funded	610	384	391	219
S106 Funded				
Asda Runcorn	165	154	156	9
Evertie – Derby/Peelhouse	15	0	0	15
Norlands Lane	15	0	0	15
Total S106 Funded	195	154	156	39
Total Capital Programme	25,814	16,035	16,349	9,465

The LTP allocation includes a carry forward from 11/12 of £113,000 for Integrated Transport

Work is being undertaken with regards to the capital and revenue split for Mersey Gateway so the allocation above may change in the future.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	11,457	8,625	8,977	(352)
Other Premises	1,200	858	720	138
Supplies & Services	1,377	1,078	842	236
Book Fund	245	169	156	13
Promotional	260	255	253	2
Other Hired Services	925	598	582	16
Food Provisions	861	589	518	71
School Meals Food	1,656	884	830	54
Transport	43	39	39	0
Other Agency Costs	121	88	65	23
Waste Disposal Contracts	5,113	2,414	2,364	50
Leisure Management Contract	1,493	870	886	(16)
Grants To Voluntary Organisations	72	63	64	(1)
Grant To Norton Priory	222	222	224	(2)
Rolling Projects	286	68	68	0
Transfers To Reserves	10	0	0	0
Capital Financing	59	9	8	1
Total Spending	25,400	16,829	16,596	233
<u>Income</u>				
Sales Income	-1,948	-1,402	-1,333	(69)
School Meals Sales	-2,173	-1,066	-1,129	63
Fees & Charges Income	-2,393	-1,787	-1,587	(200)
Rents Income	-178	-159	-124	(35)
Government Grant Income	-31	-38	-43	5
Reimbursements & Other Income	-476	-377	-392	15
Schools SLA Income	-2,037	-1,931	-1,969	38
Internal Fees Income	-123	-72	-37	(35)
School Meals Other Income	-369	-261	-279	18
Meals On Wheels	-193	-145	-154	9
Catering Fees	-226	-169	-64	(105)
Capital Salaries	-101	-75	-69	(6)
Transfers From Reserves	-298	-17	-17	0
Total Income	-10,546	-7,499	-7,197	(302)
Net Controllable Expenditure	14,854	9,330	9,399	(69)
<u>Recharges</u>				
Premises Support	1,329	832	833	(1)
Transport Recharges	2,343	1,848	1,852	(4)
Departmental Support Services	9	0	0	0
Central Support Services	2,757	2,080	2,079	1
Asset Charges	2,459	0	0	0
HBC Support Costs Income	-307	-307	-307	0
Net Total Recharges	8,590	4,453	4,457	(4)
Net Departmental Total	23,444	13,783	13,856	(73)

Comments on the above figures:

In overall terms the Net Operational budget is £73,000 over budget profile at the end of the third quarter of the financial year.

Staffing related expenditure is over budget profile by £372,000, although this is primarily due to the £ 513,000 savings target for premium pay, staff turnover and terms and conditions budget reductions. Agency staff is still being used to keep services running at full capacity in the Open Spaces and Waste Management Divisions with expenditure of over £252,000 so far. In Open Spaces this has been necessary to cover up to ten long term illnesses, but this is now diminishing. Waste Management have also had a number of long term illnesses and two of these will continue for at least the rest of this financial year. One recent return to work should reduce agency costs slightly for the remainder of the year. Most other employee costs are under budget profile across the department with exception of the Stadium Catering and Matchdays.

Other Premises costs and Supplies and Services are both currently under budget profile. Advertising and purchasing of dustbins remains low as does need for repair in school kitchens. Expenditure incurred on utilities and Rates is still lower than expected at this point of the year.

Expenditure on food provisions for both catering and school meals remain lower than anticipated though related sales for catering also remain low, so adversely affecting related income. Invoices for school meals appear slow to show up in the accounts though year end procedures should ensure the due amounts are recorded. Internal Catering Fees Income is also under budget profile due to the continuing trend of reduced internal orders for catering across the council as a whole. School Meals incomes continue to benefit from the recent price increase of school meals and school breaks are also expected to over achieve against target.

Fees & Charges income is still under achieving on its budget target across most divisions of the department, mainly due to an unachievable target on Open Spaces, suite hire at the Stadium and a fall in Trade waste within Waste Management partly due to companies going into administration.

Expenditure on waste disposal contracts continues to be under budget to date. Invoices continue to be received late for the Contracts and there have been favourable variances to the estimated costs. Therefore this budget is likely to be under profile for the rest of the year.

Rental income will be considerably reduced this current financial year due to Everton Football Club no longer using the Stadium. The annual effect of this will be in the region of £ 50,000.

Community & Environment

Capital Projects as at 31 December 2012

	2012/13 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Stadium Minor Works	30	18	18	12
Stadium Disability Works	25	12	12	13
Children's Playground Equipment	96	88	34	62
Landfill Tax Credit Schemes	340	20	20	320
Arley Drive (Upton)	72	20	6	66
The Glen	5	1	2	3
Crow Wood	12	0	0	12
Open Spaces Schemes	150	87	52	98
Runcorn Cemetery Extension	71	38	61	10
Installation of 5 Multi Use Games Areas	29	15	0	29
Dev of Facilities at RTH Park	73	73	75	(2)
Playground Runcorn Hill Park	48	43	44	4
Litter Bins	28	18	23	5
Cremators At Widnes Crematorium	350	0	0	350
Runcorn Busway Works For Gas Powered Buses	90	0	0	90
Castlefields Recycling Scheme	30	0	0	30
	1,449	433	347	1,102

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 31 DECEMBER 2012

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
Expenditure				
Employees	4,493	3,546	3,606	(60)
Repairs & Maintenance	2,685	2,151	2,164	(13)
Energy & Water Costs	626	532	476	56
NNDR	854	813	763	50
Rents	683	624	647	(23)
Marketing Programme	98	27	27	0
Promotions	41	29	28	1
Supplies & Services	1,332	852	807	45
Agency Related Payments	90	33	33	0
Total Expenditure	10,902	8,607	8,551	56
Sales	0	0	0	0
Fees & Charges	-319	-283	-284	1
Rent - Markets	-806	-629	-609	(20)
Rent - Industrial	-613	-484	-447	(37)
Rent - Commercial	-1,099	-874	-784	(90)
Government Grant Income	-913	-791	-791	0
Transfer from Reserves	-45	-220	-220	0
Recharges to Capital	-754	-167	-118	(49)
Reimbursements & Other Grant Income	-662	-471	-471	0
Schools SLA Income	-684	-647	-629	(18)
Total Income	-5,895	-4,566	-4,353	(213)
NET OPERATIONAL BUDGET	5,007	4,041	4,198	(157)
Premises Support	1,518	1,151	1,151	0
Transport Support Costs	47	33	33	0
Central Support Service Costs	2,057	1,579	1,579	0
Asset Rental Support Costs	3,464	8	8	0
Repairs & Maintenance Recharge Income	-2,393	-1,795	-1,795	0
Accommodation Recharge Income	-3,344	-2,508	-2,508	0
Central Supp. Service Rech Income	-1,833	-1,416	-1,416	0
Total Recharges	-484	-2,948	-2,948	0
Net Expenditure	4,523	1,093	1,250	(157)

The expenditure for employees is above budget as staff savings targets are not being achieved. This is due to an insufficient level of staff turnover compared to staff vacancies across the Division and will be closely monitored throughout the financial year.

A recent reduction in the Repairs & Maintenance budget has resulted in an in-year overspend. This is only temporary and is restricted to the current financial year as a retendering exercise has been carried out (which will result in a reduction of planned maintenance expenditure) ensuring the budget is balanced in future years.

Energy and water costs are under budget as a result of improvements that are currently being implemented throughout the Council. Business rates are under budget due to the revaluation of various properties within the Council.




In order to ease budget pressures only necessary spending on supplies and services has occurred in year.

Rental Income (including Markets; Industrial Estates & Commercial) is currently showing a shortfall due to vacant unites across all three areas. Work is being carried out to promote these units and there is a possibility that activity levels will change as the financial year progresses. Budgets will be monitored closely throughout the year to make sure the financial impact is limited and action taken to balance the Directorate budget at year-end.

In overall terms it is anticipated that net expenditure will be above the overall departmental budget by year-end, primarily as a result of the shortfalls in income outlined above. Steps will therefore need to be taken where possible to reduce expenditure to offset the shortfalls in income.




8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

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

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

REPORT TO: Corporate Policy and Performance Board

DATE: 26 February 2013

REPORTING OFFICER: Strategic Director – Policy and Resources

PORTFOLIO: Resources

SUBJECT: Sickness Absence – 2nd Quarter 2012/2013

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To provide information to the Board on the number of working days lost in the 2nd quarter 2012/13.
- 1.2 To report to the Board on comparative data from 2nd quarter 2011/2012.

2.0 RECOMMENDED: That the content of the report be noted.

3.0 SUPPORTING INFORMATION - SICKNESS DATA

- 3.1 The breakdown of sickness absence for the 2nd quarter of 2012/13 for each directorate is set out below;

Directorates	Total number of staff	FTE	Total no. days lost 2nd quarter (July–Sept)
Policy & Resources	744	653	1632
Communities	1427	797	3456
Children & Enterprise non schools	628	466	1516
Primary Schools	1289	953	119
Secondary Schools	835	724	722

- 3.2 The cumulative number of working days lost due to sickness absence, per employee, at the end of the 2nd quarter 2012/13 is 4.35 as compared to 4.10 days per employee for the same period 2011/12. Whilst there is no national performance indicator for local government sickness levels anymore, projecting the six monthly figures to a full

year gives a figure of around 8.5 days. Looking at other local authorities this would look around the average.

3.3 Number of periods of absence by range of days.

	1 day	2-7 days	8 -14 days	15+ days	Total no. of periods of absence	Total days lost
Corporate & Policy	76	100	33	43	252	1632
Communities	90	162	56	114	422	3456
Children & Enterprise	44	72	25	49	190	1516
Primary schools	85	89	18	38	230	119
Secondary schools	60	62	13	19	154	722

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

3.5 The table below shows the seven categories of sickness absence with the highest amount of days lost in the 2nd quarter 2012/13.

Absence reason	Days lost 2012/13
Work related stress	481
Outside work injury	454
Depression	908
Infections, to include colds and flu	650
Other musculo-skeletal problems	998
Personal stress	935
Stomach, liver, kidney & digestion; to include gastroenteritis	1097

3.6 OBSERVATIONS ON THE DATA

Whilst the number of days lost due to Depression has increased by 158 days from the previous quarter, the days lost due to infections, stomach, liver, digestion, and personal stress have reduced significantly. Management Team have asked that all stress risk assessments are up to date and that the previous courses run on stress management, for staff and managers, be re-run.

3.7 COMPARISONS OF DATA –2nd quarter 2011/2012 and 2012/13

3.8 The number of occasions of absences have decreased overall as compared to the same quarter 2011/12, however the number of long term sickness cases has increased.

Periods of absence by range of days

2nd quarter	1 day	2-7 days	8-14 days	15+ days	Total no occasions
2012/13	355	485	145	263	1248
2011/12	463	587	143	222	1414

3.9 There is a slight increase in the overall number of days lost in the 2nd quarter 2012/13 as compared to the same quarter 2011/12. Having looked at the data and discussions with the Employee Welfare Advisers there does not appear to be any identifiable reason for the increase in the days lost.

3.10 Employee Welfare Advisers continue to support managers across the directorates in managing staff attendance.

4.0 POLICY IMPLICATIONS

4.1 As we continue to monitor sickness absence across the Council it is envisaged that the Sickness Absence Policy will continue to be reviewed to ensure absence is managed effectively.

5.0 OTHER IMPLICATIONS

N/A

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

6.1 A healthy workforce is a key component of the Council delivering its priorities.

7.0 RISK ANALYSIS

- 7 Failure to monitor absence levels and trends may lead to increased levels of ill health and appropriate support may not be given to employees.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 The Council is better protected from future challenge of disability or other discrimination if all employees are treated equally and fairly with regard to their sickness absences.

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

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