

# Public Document Pack



## Corporate Services Policy and Performance Board

Tuesday, 6 June 2006 6.30 p.m.  
Town Hall, Runcorn

Chief Executive

### COMMITTEE MEMBERSHIP

Councillor Robert Gilligan (Chairman)	Labour
Councillor Alan Lowe (Vice-Chairman)	Labour
Councillor John Bradshaw	Conservative
Councillor Sue Blackmore	Liberal Democrat
Councillor Mark Dennett	Labour
Councillor Susan Edge	Labour
Councillor Christopher Inch	Liberal Democrat
Councillor Kath Loftus	Labour
Councillor Paul Nolan	Labour
Councillor Ulfar Norddahl	Liberal Democrat
Councillor Kevan Wainwright	Labour

*Please contact Gill Ferguson on 0151 471 7395 or e-mail [gill.ferguson@halton.gov.uk](mailto:gill.ferguson@halton.gov.uk) for further information.  
The next meeting of the Committee is on Tuesday, 5 September 2006*

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

**Part I**

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

**AGENDA ITEM NO. 3**

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

**DATE:** 6<sup>th</sup> June 2006

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Public Question Time

**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

- 1.1 To consider any questions submitted by the Public in accordance with Standing Order 33 (5).
- 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(11) states that Public Questions shall be dealt with as follows:-
- (i) A total of 30 minutes will be allocated for 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 submitted by 4.00 pm on the day prior to the meeting. At any 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 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 that 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 RISK ANALYSIS**

None.

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

None.

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

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

**AGENDA ITEM NO. 4**

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

**DATE:** 6<sup>th</sup> June 2006

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Executive Board and Executive Sub Minutes

**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

- 1.1 The Minutes relating to the Corporate Portfolio which have been considered by the Executive Board and Executive Sub since the last meeting of this Board are attached at [Appendix 1 \(link\)](#) for information.
- 1.2 The Minutes are submitted to update the Policy and Performance Board of decisions taken in their area.

**2.0 RECOMMENDED: That the Minutes be noted.****3.0 POLICY IMPLICATIONS**

None.

**4.0 OTHER IMPLICATIONS**

None.

**5.0 RISK ANALYSIS**

None.

**6.0 EQUALITY AND DIVERSITY ISSUES**

None.

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

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

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**APPENDIX 1**

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

**EXECUTIVE BOARD SUB – 9<sup>TH</sup> FEBRUARY 2006**

*Action*

EXB169 ANNUAL AUDIT AND INSPECTION LETTER

The Board considered a report of the Strategic Director – Corporate and Policy advising on the Annual Audit and Inspection Letter which had been prepared by the Council's Audit Commission Relationship Manager and District Auditor. The letter summarised the conclusions and significant issues arising from the Commission's recent audit and inspection work.

In this respect, Appendix 1 to the report set out the scope of the audit and inspection, Appendix 2 listed the Audit reports that had been issued and Appendix 3 outlined the Audit fee.

The Board was advised by the Relationship Manager and District Auditor, Mr Farmer, that the audit had been positive and there were no real issues of concern. The key messages in the letter concerning the Council's performance, the financial position and the issues relating to governance had all shown to be positive. The letter identified three specific areas under the heading of 'Governance issues' where the Auditor had identified scope for improvement. The three areas were detailed in the report, together with the actions the Council was taking to deal with these issues.

Arising from the discussion the following points were noted:-

- that it was important to recognise the excellent achievement of the Authority in obtaining a CPA category of four stars which had resulted from teamwork that had taken place within the Authority in the last few years. It was recognised that the Council should celebrate the success of achieving excellence;
- that the CPA judgements this year had been made using the revised methodology, 'CPA – the harder test' which had incorporated a more stringent test with more emphasis on the outcomes for local people and the value for money; and
- that the document was available on the website.

RESOLVED: That

- (1) the report and comments on the Annual Letter be received; and

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Corporate and  
Policy

- (2) the actions being taken to address the specific issues raised in the letter be noted and supported.

EXB170 BUDGET 2006/07

The Board considered a report of the Operational Director – Financial Services on a recommendation to Council on the Budget, Capital Programme and Council Tax for 2006/07. The Board was advised that the Fire Authority had set its precept at 3% and that Cheshire Police would be meeting shortly in order to set its precept: these would be incorporated in the recommendation and shown on the Council Summons.

The Leader of the Council highlighted that the budget report contained a recommendation to Council for consideration at its 1<sup>st</sup> March 2006 meeting regarding the budget and the Band D Council Tax for Halton. He highlighted that a Base Budget Review had taken place over the last twelve months in preparation for the budget decision making process. He added that this had proved to be invaluable and the Council faced some difficult challenges. In this respect, he reported that the budget, as recommended, meant that the Halton Show would be postponed this financial year and the Super Leisure Trust would not be proceeded with at the present time.

The Leader of the Council also informed the Board of the receipt of a petition with 1267 signatures that had been submitted regarding the proposal to close Runcorn Tourist Information Centre. It was confirmed that, whilst the Tourist Information Centre building would close, that would only happen once the Halton Direct Link (HDL) building was open in Runcorn Old Town. Overall, the Tourist Information Service would be enhanced across the Borough with access through HDL, the Contact Centre and libraries.

RESOLVED: That it be recommended that the Council adopt the resolution as set out in Appendix A to the report, which includes setting the Budget at £92.121m and the Band D Council Tax for Halton (before the Parish, Police and Fire precepts) of £1,004.28.

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Financial  
Services

EXB171 DEPARTMENTAL SERVICE PLANS 2006-2009

The Board considered a report of the Strategic Director – Corporate and Policy which sought to progress the adoption of the Council's Departmental Service Plans for 2006 – 2009 as a basis for action and performance monitoring.



The Departmental Service Plans were an established planning framework and were central to the Council's performance management arrangements. They provided a clear statement on what individual services were planning to achieve and showed how this contributed to the corporate priorities of the Council. They were an essential tool for making key decisions about future service provision and the level of resources required.

RESOLVED: That

- (1) the draft Service Plans be received; and
- (2) delegated authority be granted to the Chief Executive, in consultation with the Leader, to make any final amendments and adjustments.

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## **EXECUTIVE BOARD 2<sup>ND</sup> MARCH 2006**

### **EXB180 CROSS BOUNDARY ENFORCEMENT OF TAXI ENFORCEMENT**

The Board considered a report of the Council Solicitor outlining recommendations of the Regulatory Committee on 20<sup>th</sup> June 2005 to provide for cross boundary enforcement of legislation relating to Hackney Carriage and Private Hire legislation through reciprocal arrangements with other licensing authorities.

It was noted that taxi enforcement staff had little or no jurisdiction to intervene where a vehicle or driver licensed in a neighbouring authority contravened the legislation. However, this problem could be overcome by authorising taxi enforcement staff in other local authorities to act on behalf of the Council and vice versa.

In light of this, enquiries had been made of neighbouring authorities and, so far, Warrington Borough Council, Liverpool City Council, Macclesfield Borough Council and Vale Royal Borough Council were all interested in entering into reciprocal arrangements. Other neighbouring authorities would be approached in due course.

RESOLVED: That

- (1) subject to reciprocal arrangements being made, and in accordance with Section 101 of the Local Government Act 1972, the Council Solicitor be authorised:
  - (a) to arrange for the discharge by one or more named officers of any other local authority of the Council's enforcement functions in relation to hackney carriage vehicles and drivers, and private hire vehicles and drivers, to the extent that they arise from actions and/or activities taking place outside of the Borough of Halton;

Council  
Solicitor

- (b) to arrange for the discharge by any other local authority of the Council's prosecution powers in relation to hackney carriage vehicles and drivers, and private hire vehicles and drivers, to the extent that they relate to actions and/or activities taking place outside of the Borough of Halton; and
  - (c) to arrange for the discharge by the Council of the prosecution powers of other local authorities in relation to hackney carriage vehicles and drivers, and private hire vehicles and drivers, to the extent that they relate to actions and/or activities taking place inside of the Borough of Halton; and
- (2) the Council Solicitor be authorised to make all appropriate arrangements in the furtherance of this resolution including entering into reciprocal arrangements with other authorities and the appointment of any named officer of any other local authority as an authorised officer of the Council within the meaning of the Local Government (Miscellaneous Provisions) Act 1976.

**EXECUTIVE BOARD 30<sup>TH</sup> MARCH 2006**

**EXB189 CORPORATE RISK REGISTER**

The Board considered a report of the Strategic Director – Corporate and Policy setting out a revised Corporate Risk Register for review.

It was noted that the Council's Strategic Risk Management Framework required the Board to review the Register on a regular basis. It had therefore been considered by Management Team and the revised register attached to the report contained the comments of the responsible officers. There was no proposal to add any new risks to the register at the present time.

The Board noted that the figures relating to employee well-being, risk number 10 on the register, had been transposed under the column "Assessment of Residual Risk with Control Measures Implemented" and should in fact read 3 and 2 respectively.

RESOLVED: That the revised Corporate Risks Register, with the amendment outlined above, be approved.

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**EXECUTIVE BOARD 20<sup>TH</sup> APRIL 2006**

**EXB214 CALENDAR OF MEETINGS 2006/07**

The Board considered a report of the Strategic Director – Corporate and Policy outlining the proposed Calendar of Meetings for the 2006/07 Municipal Year.

RESOLVED: That the Calendar of Meetings for the 2006/07 Municipal Year be approved.

**EXB215 DELEGATED POWERS DURING THE RECESS**

The Board considered a report of the Strategic Director – Corporate and Policy, proposing arrangements for dealing with Urgent Business during the April/May recess.

RESOLVED: That

(1) the Chief Executive, in consultation with the Leader of the Council, be authorised to deal with any urgent matters during the May recess; and

(2) any matters dealt with be reported to the Executive Board at the first available meeting after the recess.

**EXECUTIVE BOARD SUB 27<sup>TH</sup> FEBRUARY 2006**

**ES150 CORPORATE TELEPHONE SYSTEM AND CONTACT CENTRE SOFTWARE MAINTENANCE**

The Sub-Committee considered a report which sought approval to continue the maintenance contract for the Council's Telephone and Contact Systems. The Council's telephone system was an Ericsson MD110 which was acquired in 1995. At that time Ericsson was the sole manufacturer and deliverer of the system and therefore fully maintained the system for the Council. Damavo UK Ltd was formed in 2001 following Apax Partners' acquisition of Ericsson's direct sales and service operations.

In 2005 the Council acquired the Ericsson Solidus Computer Telephony Integration (CTI) system which went live in February 2005 as part of the Contact Centre's solution.

These two products together delivered the Contact Centre Telephony, and as such one cannot function without the other.

Ericsson had confirmed in writing that Damavo were the only premium partner for both sales and service and that they were the only partners approved to maintain the Solidus Contact Centre software.

At present a maintenance contract with Damavo UK Limited was on an annual basis at a cost of £38,110.93 per annum. A three-year contract would make a saving of £3,700 per year whilst a five-year contract would save £5,569.

The Council had invested over the last eighteen months in new telephone technology and it was not expected that there would be major new investment required for a five-year period. It was therefore recommended that this contract should be entered into for five years to ensure continuity.

RESOLVED: That

(1) Contract Standing Orders 2.1 to 2.13 be waived in respect of the contract to maintain the Council's telephone systems and that Damavo UK Limited be granted a contract to maintain the Council's telephone system as detailed in the report for a period of five years at a cost of £32,540.16 per annum; and

(2) the reason for waiver is that on the basis of the information presented in the report, the Council's requirements can only be delivered by this particular supplier.

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ES151 DISCRETIONARY NON-DOMESTIC RATE RELIEF

Under the provisions of Section 47 of the Local Government Finance Act 1988, the Authority is allowed to grant discretionary rate relief to organisations who are either a charity or a non-profit making organisation.

The Sub-Committee considered a report which set out details of an application for discretionary non-domestic rate relief for Runcorn Masonic Hall Limited, York Street, Runcorn.

RESOLVED: That under the provisions of Section 47 of the Local Government Finance Act 1988, discretionary rate relief be refused to the following organisation at the percentage indicated, for the period from 1<sup>st</sup> April 2005 or the commencement of liability, whichever is the later, to 31<sup>st</sup> March 2009:

Runcorn Masonic Hall Limited	100%
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**EXECUTIVE BOARD SUB 13<sup>TH</sup> MARCH 2006**

ES155 TREASURY MANAGEMENT AND INVESTMENT STRATEGY  
2006/ 07

The Sub-Committee considered the Council's Treasury Management and Investment Strategy for 2006/07.

The Strategy covers the treasury limits in force which would limit the treasury risk and activities of the Council, prudential indicators, the current treasury position, the borrowing requirement,

prospects for interest rates, borrowing strategy, debt rescheduling, investment strategy and any extraordinary treasury issues.

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Financial  
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RESOLVED: That the Council be recommended to approve the Treasury Management and Investment Strategy.

ES156 REVIEW OF CHARGES FOR CONFERENCE AND COMMITTEE ROOM HIRE

The Sub-Committee was advised on proposed increase of charges in respect of Conference and Committee Room hire.

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and Policy

RESOLVED: That the proposed charges detailed below be approved with effect from 1<sup>st</sup> April 2006.

RUNCORN TOWN HALL/MUNICIPAL BUILDING, WIDNES

PUBLIC BODIES

	Present	Proposed
Committee/Conference Rooms	£48.00 (half day)	£50.00 (half day)
	£74.00 (full day)	£76.00 (full day)
Civic Suite/Council Chamber	£63.00 (half day)	£65.00 (half day)
	£85.00 (full day)	£88.00 (full day)

COMMUNITY AND CHARITABLE GROUPS

	Present	Proposed
Committee/Conference Rooms	£13.00 (half day)	£14.00 (half day)
	£19.00 (full day)	£20.00 (full day)
Civic Suite/Council Chamber	£23.00 (half day)	£24.00 (half day)
	£32.00 (full day)	£33.00 (full day)

ES157 REPLACEMENT OF DOOR ACCESS SYSTEM

The Sub-Committee considered a report which sought approval to proceed with a single tender action to carry out the replacement of the existing door access system to the Council's corporate buildings.

The existing analogue door access system was obsolete, the hardware and software no longer manufactured and replacement door access cards were no longer available.

It was reported that the feasibility of integrating cards had been investigated to allow a single time swipe/door access/identity card. To install a complete new system incorporating time management and door access would require replacing the existing time management system which was approximately three years old. However, the Council's existing time management system (Zeus) for 'clocking in' etc. could be extended to include access control, visitor management and badge personalisation.

Preliminary budget estimates had been obtained from Autoclock Systems for the extension of the existing Zeus Management System, and a similar specialist company for the renewal of both time and access management systems. It was clear that there would be significant cost savings in utilising/extending the existing system (approximately £30,000), together with the benefit of minimal disruption to staff.

RESOLVED: That authorisation be given for a single tender action, to enable the existing Council provider (Autoclock Systems) for the time management system to install a new door access system.

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#### ES158 LOCAL LAND CHARGES – FEES 2006/2007

The Sub-Committee considered a report which sought approval for a new scale of fees for Local Land Charge Searches effective from 1<sup>st</sup> April 2006.

The last increase was made for the year 2004/05 although no increases had been made before that date for three years.

RESOLVED: That effective from 1<sup>st</sup> April 2006 the fees for Local Land Charges Searches be set as follows:

£140.00 (currently £136.00);  
Part II Optional enquiries: £12.00 (currently £11.00);  
Additional enquiries £26.00 (currently £25.00); and equivalent increases.

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#### EXECUTIVE BOARD SUB 3<sup>RD</sup> APRIL 2006

#### ES166 ANTI-FRAUD POLICY

The Sub-Committee was advised that the Council had an existing Countering Housing Benefit Fraud – Prosecution and

Administrative Penalty Policy which had been previously agreed in June 1999. Since that time there had been changes in legislation and working practices that necessitated a new policy to reflect those changes.

The Sub-Committee considered the proposed revised strategy the main changes of which were as follows:

- (i) the inclusion of the formal caution for low-level fraud, where a fraudulent over-payment was less than £1500 and a claimant had no previous record of fraud;
- (ii) the setting out of Benefits Service objectives including anti-fraud measures;
- (iii) the need for all appropriate front line staff to have been trained in fraud awareness;
- (iv) the setting out of prevention and detection methods used; and
- (v) the clear definition of the evidential test and public interest test in terms of prosecutions.

RESOLVED: That the policy be adopted as the Housing Benefit and Council Tax Benefit Anti-Fraud Policy.

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Policy

ES167 DISCRETIONARY NON-DOMESTIC RATE RELIEF

Under the provisions of Section 47 of the Local Government Finance Act 1988, the Authority is allowed to grant discretionary rate relief to organisations who are either a charity or a non-profit making organisation.

The Sub-Committee considered a report which set out details of an application for discretionary non-domestic rate relief for Greater Merseyside Connexions Partnership Limited, 9 Halton Lea, Runcorn.

RESOLVED: That under the provisions of Section 47 of the Local Government Finance Act 1988, discretionary rate relief be granted to the following organisation at the percentage indicated, for the period 1<sup>st</sup> April 2005 or the commencement of liability, whichever is the later, to 31<sup>st</sup> March 2009:

Greater Manchester Connexions Partnership Limited	100%
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ES168 REVISED PROCUREMENT STRATEGY

The Council's Procurement Strategy was initially approved by the Executive Board in April 2003. The Strategy aimed to promote good procurement practices that contributed to strategic priorities.

There was a duty on the Council not just to have a strategy in place but to review and monitor its implementation. The revised version reflected the way that procurement in local government had developed since April 2003 and how Halton had responded to the changing environment. The revised strategy had been reordered and slimmed down to create a simplified and focused document, which included clear defined objectives with appropriate timescales and could be easily understood both internally and externally.

RESOLVED: That the Procurement Strategy 2006-2009 be approved.

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Policy

#### ES173 REQUEST TO WAIVE REPAYMENT OF DISCOUNT

The Sub-Committee was advised that properties sold under the right to buy were sold at a discount to their full market price on the length of time that the tenants had been tenants in occupation of a property in a local authority housing stock. If properties purchased in the right to buy were then resold within three years of purchase, the authority had discretion to demand repayment of a proportion of the discount.

The Sub-Committee considered a request from a member of the public for the Council to exercise its discretion and not to demand repayment of the discount granted on the purchase of a property. The Government had issued guidance to local authorities on the exercise of the discretion. This stated that the discretion should only be used in exceptional circumstances and that it was most likely to be justified in circumstances where repayment would lead to demonstrable personal hardship.

The Sub-Committee considered the personal circumstances outlined in writing by the member of the public in support of her case.

RESOLVED: That the request be refused.

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**AGENDA ITEM NO. 5(a)**

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

**DATE:** 6<sup>th</sup> June 2006

**REPORT OFFICER:** Strategic Director – Corporate and Policy

**SUBJECT:** Staff Consultation Meetings

**WARD(S):** Boroughwide

**1.0 PURPOSE OF REPORT**

1.1 To verbally report back to Members on the Staff/Member meetings that have taken place.

**2.0 RECOMMENDED: That the Members consider the feedback obtained from staff at the meeting.**

**3.0 POLICY IMPLICATIONS**

None.

**4.0 OTHER IMPLICATIONS**

None.

**5.0 RISK ANALYSIS**

None.

**6.0 EQUALITY AND DIVERSITY ISSUES**

None.

**7.0 LIST OF BACKGROUND PAPERS**

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

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**AGENDA ITEM NO. 5(b)**

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

**DATE:** 5<sup>th</sup> June 2006

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

**SUBJECT:** Terms of Reference

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

**1.0 PURPOSE OF REPORT**

1.1 To inform Members of the Terms of Reference of the newly formed Corporate Services Policy and Performance Board.

**2.0 RECOMMENDED: That the Terms of Reference be noted.**

**3.0 SUPPORTING INFORMATION**

3.1 As part of the recent revision of the Council's Constitution at Annual Council on 19<sup>th</sup> May 2006, a number of changes have been made to the Council's decision-making structure to be implemented in the 2006/07 municipal year.

3.2 The changes have been made in order to bring the Policy and Performance Boards into line with the Council's Strategic Priorities as contained within the Corporate and Community Plans.

3.3 An extract from the Council Constitution setting out the Terms of Reference relevant to the Corporate Services Policy and Performance Board is attached at [Appendix 1 \(link\)](#).

**4.0 POLICY IMPLICATIONS**

None.

**5.0 OTHER IMPLICATIONS**

None.

**6.0 RISK ANALYSIS**

Not applicable.

**7.0 EQUALITY AND DIVERSITY ISSUES**

None.

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

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

**APPENDIX 1**

**POWERS AND DUTIES OF THE CORPORATE SERVICES POLICY AND PERFORMANCE BOARD**

**3. POWERS AND DUTIES OF THE CORPORATE SERVICES POLICY AND PERFORMANCE BOARD**

**Strategic Priority** – To develop policy and monitor performance in relation to the Council's objective of being a modern, fit for purpose, fully effective local authority.

1. In relation to the following policies, responsibilities and functions of the Council:

**Corporate Policies/Responsibilities**

- Corporate Strategy
- Community Strategy
- Performance Plan
- Corporate Risk Management Strategy
- Equality and Diversity Plan
- Communication (internal and external) and Marketing Strategies
- Customer Care/Customer Relations
- Policy and Approach to Area Forums/Local Neighbourhood Renewal Strategies (including Neighbourhood Management)

**Functions**

- Policy and Performance
- Financial Services
- Exchequer and Customer Services
- Legal and Member Services
- Property Services
- ICT Services
- Organisational Development/Personnel
- Halton Stadium
- Civic Catering

the Board will:-

- (i) initiate new policy proposals for consideration by the Executive Board/Council;
- (ii) monitor and comment on performance;
- (iii) review and make recommendations on existing policies;
- (iv) promote public confidence in the Council's services;
- (v) hold Executive Board Members and senior officers to account;

- (vi) monitor Executive Board compliance with agreed policies;
  - (vii) ensure adherence to the priorities in the Council's Corporate Plan.
  - (viii) receive a report on any petitions received by the Council relating to the Board's policy area and on any action taken or proposed to be taken by the Executive (or Executive Board Sub-Committees, Portfolio Holder, or an officer acting under delegated powers).
2. To receive representation, evidence or expert opinion from outside the Council and to draw conclusions from such representations to the attention of the Executive Board/Council as appropriate;
  3. To consult the public where appropriate in relation to Council services which fall within the terms of reference of the Policy and Performance Board.
  4. To review any area of income and expenditure which falls within the remit of the Policy and Performance Board.
  5. To make recommendations to the Executive Board on the financial aspects of the proposals, which fall within the remit of the Policy and Performance Board.
  6. To require the Executive Board where appropriate to make a report to the Council on any decision not included in the Forward Plan which the Policy and Performance Board consider should have been included in the Forward Plan.
  7. The Chair of the Policy and Performance Board will receive papers relating to a decision which is on the Forward Plan when this Forward Plan is finalised and published.
  8. To examine systematically the services of the Council, within the remit of the Board, in order to assess their efficiency, effectiveness, economy, quality and value for money.
  9. To draw up an annual programme of performance review to respond to briefs on performance review of specified activities and to develop programmes and performance monitors to ensure quality in all the Council's dealings with the public and external organisations.
  10. To consult with the Executive on any plan or strategy including strategic policy.
  11. To monitor the citizens' charter and complaints procedure and make recommendations to the Executive Board.

12. To establish a Panel of 5 Members to hear and determine complaints under the Corporate Complaints Procedure (Members of the Panel to be chosen by the Committee Services Manager in consultation with the Chairman).
13. To monitor the Authority's Prudential Indicators.
14. To provide informed input in response to requests from the Executive Board for advice, options and appraisal on matters falling within the remit of the Policy and Performance Board.
15. To authorise expenditure on civic hospitality up to maximum of £500 per annum.

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**AGENDA ITEM NO. 6(a)**

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

**DATE:** 6<sup>th</sup> June 2005

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

**SUBJECT:** Annual Report 2005/06

**WARDS:** Boroughwide

**1.0 PURPOSE OF REPORT**

To receive the Annual Report of the Corporate Service Policy and Performance Board for 2005/06 (attached), to comment in respect of the same, and to make any changes considered appropriate.

**2.0 RECOMMENDED: That the report be approved.****3.0 POLICY IMPLICATIONS**

None at this stage

**4.0 OTHER IMPLICATIONS**

None at this stage

**5.0 RISK ANALYSIS**

N/A

**6.0 EQUALITY AND DIVERSITY ISSUES**

N/A

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Overview and Scrutiny Toolkit	2nd Floor Municipal Building	A Villiers



Cllr. Mike Wharton

**ANNUAL REPORT  
CORPORATE SERVICES POLICY AND PERFORMANCE BOARD  
APRIL 2005 – MARCH 2006**

*“ Over the year the Corporate Services Policy and Performance Board has had a challenging and varied agenda to deal with. We have approached this by focusing on those issues which can make a real difference to service users. In due course the service improvements that the Board has overseen should help to ensure that Council services are delivered more efficiently and are better focused on the needs of our service users ”*

*Councillor Mike Wharton  
Chairman, Corporate Services Policy and Performance Board*

**MEMBERSHIP AND RESPONSIBILITIES**

During 2005/6 the Board comprised eleven Councillors – Councillors Ashley, Bradshaw, Fraser, Higginson, C. Inch, Leadbetter, Loftus, Lowe (Vice Chair), Norddahl, Wainwright, Wharton (Chair)

The Board is responsible for scrutinising performance and formulating policy in relation to Resources, Personnel, IT and E-Government, Property, Committee and Member Services, Risk Management and Emergency Planning, Legal Services, Communications and Marketing, Registration Service, Stadium, Civic Catering, Procurement, Equalities (Employment Aspects), Corporate Complaints Procedure. The Board also has responsibility for monitoring the performance of the Reporting Departments namely, Policy and Performance, Legal and Member Services, Finance, Exchequer and Customer Services (Revenues), Property Services, Personnel, and IT.

**REVIEW OF THE YEAR**

The full Board met 5 times during the year, set out below are some of the main activities and issues that the Board has worked on during the year.

**Review of Halton Direct Link**

During the year the Board commissioned a major review of the operation of Halton Direct Link (HDL). As the public face of the Council it is vital that the Council gets this key customer service right. The Board has brought in external advisors to examine:

- How HDL has benefited service users in terms of accessibility, customer experience and satisfaction
  - How effective is the IT software and hardware used and what the Council's future strategy should be?
  - How HDL has impacted on Council business processes and efficiencies.
- The Board's recommendations will be finalised early in the 2006/07 municipal year.

### **Energy Policy**

The Board carried out a follow up review of the implementation of the Council's Energy Policy in advance of the expiry of the Council's major gas and electric contracts to ensure that the potential for savings identified in the Policy were being delivered.

### **Staff Suggestion Scheme**

The Board has given new life to the Council's Staff Suggestion Scheme. In January the Board reviewed 25 suggestions received dealing with a variety of issues such as recycling, e-mailing of wage slips, improving staff attendance etc. all of which were under active consideration by the relevant Directors.

### **Staff Consultation Meeting**

As the Board with responsibility for Personnel and Staffing matters the Board has been keen to improve communication between the Council's staff and elected members. It has held a series of monthly consultation meetings with the staff from across the authority to provide staff with an opportunity to air any concerns that they may have. All concerned feel that these have been valuable in improving communications between staff and members.

### **PERFORMANCE ISSUES**

The Board has had to focus a significant amount of effort during the year on monitoring the performance of its reporting departments. The Departments in question have had a key role in the delivery of the Council's agenda during the past year, and it has been one of the Board's key responsibilities to ensure that this agenda has been successfully delivered. Among the performance issues overseen by the Board during the year are:

- The completion of the Housing Stock Transfer
- The commencement of the Council-wide Job Evaluation exercise
- The achievement of a 4 Star CPA rating and a score of 3 out of 4 for the efficient and effective Use of the Council's Resources
- The creation of a procurement unit
- The successful implementation of the new Licensing regime

Services monitored by the Board have been short listed for 2 Local Government Chronicle and a Municipal Journal Award.

### **WORK PROGRAMME FOR 2006/7**

The Board has contributed a number of Topic ideas to be considered by the new PPBs for possible inclusion in their 2006/7 work programme as follows:

- Area Forums and Community Engagement
- Partnership Working
- ICT
- Equalities – Implementation of New Legislation

Members of the Public are welcome at the meetings of the Board. If you would like to know where and when meetings are to be held or if you would like any more information about the Board or its work please contact Committee Services in the first instance, telephone 0151 4242061 extension 1125 or email

[Lynn.Cairns@Halton.gov.uk](mailto:Lynn.Cairns@Halton.gov.uk)

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**AGENDA ITEM NO. 6(b)**

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

**DATE:** 6<sup>th</sup> June 2006

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

**SUBJECT:** Work Programme 2006/07

**WARDS:** Borough-wide

**1.0 PURPOSE OF THE REPORT**

- 1.1 To consider the draft work programme for the Board for the coming year and how it should be taken forward.

**2.0 RECOMMENDATION: That**

- (1) the work programme and timetable set out in this report be approved or amended, and appropriate Lead Members identified; and
- (2) the lead officer for each topic agrees a detailed scope with the Chair and the nominated Lead Member(s).

**3.0 BACKGROUND**

- 3.1 The Board is asked to agree a list of topics for review during the year. The suggested list of topics is appended to this report with suggestions as to the approach, timing and outcome of the work. Lead Officers are nominated to each topic and it is suggested one or more Lead Members be identified for each topic as a point of contact.

**4.0 POLICY IMPLICATIONS**

None at this stage.

**5.0 OTHER IMPLICATIONS**

None at this stage.

**6.0 RISK ANALYSIS**

N/A.

**7.0 EQUALITY AND DIVERSITY ISSUES**

N/A.

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Overview and Scrutiny Toolkit	2nd Floor Municipal Building	A Villiers

# APPENDIX 1

## Corporate Services PPB Work Programme 2004/05

Topic	Lead Officer	Lead Member	Method of working	Start	Finish	Outcome
Halton Direct Link (continued from 05/06)	Ray Dart	Cllr K. Wainwright	<ul style="list-style-type: none"> <li>□ Working Group of Members supported by officers</li> <li>□ Survey of service users</li> <li>□ Possible use of external consultants</li> <li>□ Internal Audit report</li> </ul>	June 05	Dec 06	<ul style="list-style-type: none"> <li>▪ Validate what has been achieved in the context of the initial plan</li> <li>▪ Publicly celebrate the successful aspects of the project</li> <li>▪ Identify a vision for taking this forward</li> </ul>
Area Forums and Community Engagement	Rob Mackenzie		<ul style="list-style-type: none"> <li>□ Working Group of Members supported by officers</li> <li>□ Ascertain view of members and Area Forum lead officers</li> </ul>	June 06	April 07	<p>To identify good practice and share learning in relation to the following areas:</p> <ul style="list-style-type: none"> <li>▪ Funding – the purposes for which the funding is used and the approval processes in place</li> <li>▪ Links with other community engagement arrangements e.g. Parish Council's, Tenant Groups, Residents Associations, Police PAD meetings etc.</li> <li>▪ Arrangements for sharing learning across the Forums</li> </ul>

**Corporate Services PPB Work Programme 2004/05**

Topic	Lead Officer	Lead Member	Method of working	Start	Finish	Outcome
						<ul style="list-style-type: none"> <li>▪ Looking at Models of area working in other authorities</li> <li>▪ Advertising and publicity arrangements for Forums</li> <li>▪ Ascertaining the views of those who attend and those who do not attend</li> <li>▪ Finding out how each of the Forums actually operates.</li> </ul>
Partnership Working	John Tradewell		<ul style="list-style-type: none"> <li>□ Reports to full PPB</li> </ul>	June 06	Dec 06	<ul style="list-style-type: none"> <li>▪ Creating a register of partnership activity</li> <li>▪ Establishing some criteria for determining when it is appropriate for the Council to become involved in partnerships and to invest staff time or other resources in that partnership</li> <li>▪ Ensuring that arrangements for governance and accountability are in</li> </ul>



**Corporate Services PPB Work Programme 2004/05**

Topic	Lead Officer	Lead Member	Method of working	Start	Finish	Outcome
						<p>place in the partnerships with which the Council is involved</p> <ul style="list-style-type: none"> <li>▪ Identifying and rolling out good practice and guidance on establishing and working in partnerships</li> </ul>
ICT	Simon Riley		<ul style="list-style-type: none"> <li>□ Working Group of Members supported by officers</li> <li>□ Survey of service users</li> </ul>			<ul style="list-style-type: none"> <li>▪ To ascertain the ability of the service to meet the huge pressures on the service as demand for new hardware and software continue to grow.</li> <li>▪ To develop a strategy to ensure that appropriate resources are available for future investment in the service, and to ensure that future investment is targeted appropriately.</li> <li>▪ To ensure that the Council is not vulnerable due to its dependency on</li> </ul>

## APPENDIX 1

### Corporate Services PPB Work Programme 2004/05

Topic	Lead Officer	Lead Member	Method of working	Start	Finish	Outcome
						ICT, and to ensure that business continuity and contingency planning arrangements are adequate to protect the Council.
Equalities	John Tradewell		<ul style="list-style-type: none"><li>□ Reports to full PPB</li></ul>	June 06	April 07	To ensure the Council is prepared to comply with obligations under new legislation: <ul style="list-style-type: none"><li>▪ Age Discrimination – Oct 06</li><li>▪ Disability Equality Duty – Dec 06</li><li>▪ Gender Equality Duty – April 07</li></ul>
Staff Consultation Meetings	-	Cllr. Alan Lowe	<ul style="list-style-type: none"><li>□ Meetings between staff and members of Board</li><li>□ Reports back to full PPB</li></ul>	June 06	May 07	(The Board needs to decide whether it wishes to continue with these meetings)

## APPENDIX 1

### Corporate Services PPB Work Programme 2004/05

<b>Topic</b>	<b>Lead Officer</b>	<b>Lead Member</b>	<b>Method of working</b>	<b>Start</b>	<b>Finish</b>	<b>Outcome</b>
Items to follow up from 2005/06 <ul style="list-style-type: none"><li>▪ Home Computing Initiative</li><li>▪ Staff Survey</li></ul>			<ul style="list-style-type: none"><li>□ Reports back on progress to full PPB</li></ul>	June 06	Dec 06	

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**AGENDA ITEM NO. 6(c)**

**REPORT TO:** Corporate Services PPB

**DATE:** 6th June, 2006

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Performance Management Reports for 2005/06

**WARDS:** Boroughwide

**1. PURPOSE OF REPORT**

1.1 To consider and raise any questions or points of clarification in respect of the 4th quarter year-end performance management reports on progress against service plan objectives and performance targets, performance trends/comparisons, factors affecting the services etc. for:

- [Exchequer & Customer Services \(link\)](#)
- [Financial Services \(link\)](#)
- [ICT Services \(link\)](#)
- [Legal Services \(link\)](#)
- [Personnel Services \(link\)](#)
- [Policy and Performance \(link\)](#)
- [Property Services \(link\)](#)
- [Stadium & Hospitality \(link\)](#)

**2. RECOMMENDED: That the Policy and Performance Board**

- 1) receive the 4<sup>th</sup> quarter year-end 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. SUPPORTING INFORMATION**

3.1 The departmental service plans provide a clear statement on what the services are planning to achieve and to show how they contribute to the Council's strategic priorities. The service plans are 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 The quarterly reports are on the Information Bulletin to reduce the amount of paperwork sent out with the agendas and to allow Members access to the reports as soon as they have become available. It 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.

**4. POLICY AND OTHER IMPLICATIONS**

4.1 There are no policy implications associated with this report.

**5. RISK ANALYSIS**

5.1 Not applicable.

**6. EQUALITY AND DIVERSITY ISSUES**

6.1 Not applicable.

**7. LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
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## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Corporate and Policy Services

**SERVICE:** Exchequer and Customer Services

**PERIOD:** Quarter 4 to year-end 31 March 2006

### 1.0 INTRODUCTION

This monitoring report covers the Exchequer and Customer Services Department fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

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

### 2.0 KEY DEVELOPMENTS

There have been a number key developments that have occurred throughout the course of the last year, the most notable being

#### Customer Services

The Contact Centre opened in February 2005, initially delivering a small number of services including Waste Management, Council Tax and the Council's main switchboard function.

The number and range of services delivered has grown steadily over the year to include for example, Job Vacancies, Social Services (Adults & Older People), and Telephone Payments. In addition the Contact Centre went 24/7 in the third quarter of the year with the Council's Lifeline Service being delivered by Halton Direct Link.

There are still more services that can be delivered through the Contact Centre and plans are in place to extend the breadth and depth of services available.

A total of 121, 954 cases (excluding Lifeline) were handled through HDL last year and this is broken down as follows

Period	Number of Cases
Quarter 1	27, 516
Quarter 2	29, 854
Quarter 3	28, 785
Quarter 4	35, 799

## 2005 / 06 Telephone Statistics

The following table details some key statistics concerning the cases which have been handled through the Council's CRM system during the course of the last year

<b>Total Calls Received</b>	<b>665, 026</b>
Average waiting time for calls to be answered	9 seconds
Average duration of all calls received	45 seconds
Calls answered within 10 Seconds	75 %
Calls answered within 20 seconds	85 %
Calls answered within 30 seconds	89 %
Calls answered within 60 seconds	92 %

The target is to respond to all calls within 20 seconds. Although it is recognised that there are peak times, which occur on certain days and last for 15 – 30 minutes, where it would be impractical to have staff on standby to cover such short periods. These peak times are reflected in the above figures and form the basis of the 7 % of calls that wait more than 60 seconds to be answered.

Set against these figures there were 1.5 % of calls that were abandoned and of these a significant proportion were abandoned within 20 seconds of the call being placed. One of the aims for the coming year is to reduce the number of abandoned calls.

### **Procurement**

During 2005/6 the Council has made major advances in procurement procedures and practices. The Procurement & Commissioning Group drawing upon senior officers from all directorates was established to champion changes in the way in which the organisation uses procurement and e-procurement tools to help deliver efficiency improvements. The Procurement Advice & Information Manager has ensured that the challenging timetable set by the restyled Procurement Strategy remains clearly in focus. The Council's new Procurement Strategy has defined 10 key objectives, identifying a work program for the next 3 years to ensure that Halton is well placed to take advantage of modern methods and technology. A number of the early targets have already been achieved.

- The 'Marketplace' E-Procurement System is now widely used across the council for ordering goods and services. Work is continuing to increase the number of supplier catalogues that the Council can trade with electronically for inclusion on the system.
- A set of standard core documents which will be used for all major procurement opportunities commenced and the initial document, a Pre-Qualification Questionnaire together with guidance notes and a scoring matrix has already been drafted. The working group has now started to draft the tender documentation.
- A Procurement Section has been created on the Council's Internet site, the web pages enable prospective suppliers to see how they are able to do business with the Council.



- A detailed supplier analysis has been undertaken of the Council's supplier profiles, which has helped to identify an improvement plan. Collaborative working with other authorities has commenced. The most recent example being the joining of a framework agreement on wheelie bins, with a savings of £11,500 on the first order. Key Performance Indicators have been identified to monitor progress.
- The initial Procurement Card Pilot Scheme that streamlines school catering ordering is underway in some of the high Schools and has already produced efficiency savings. Within the pilot schools these savings for a period from Feb to Aril 06 exceeded £2,000 with the potential for annual savings in excess of £50,000 once its scope has been extended in the coming year.
- Testing is now underway on the use of document imaging for purchase orders, both to streamline invoice processing against purchase orders and to reduce storage requirements.
- Halton has continued to support the North West Centre of Excellence to share experiences on the development of software integration and e-procurement practices.

### **Revenues & Benefits**

Performance in Revenues and Benefits has once again been excellent. Collection rates remain good and are likely to compare favourably with the Council's 'Family Group' of Unitary Authorities. Benefits have continued to improve their performance. BVPIs all remain in the top quartile. The Benefits Express, now in its fourth year, continued to win national acclaim during 2005. The continued success of the Benefits Express and of the visiting team have been instrumental in achieving these results.

Revenues & Benefits achieved the highly prestigious status of Centre of Accreditation for the Institute of Revenue Rating & Valuation (IRRV) for members of staff studying for the NVQ3 in either Revenues or Benefits. This is an excellent opportunity for staff to undertake study which is directly relevant to their careers and which leads to IRRV (Tech) status being awarded on completion. The work is carried out on site at Halton. Twenty staff are currently undertaking this study and it is anticipated that some will have completed the course during the 2006/07 year.

### **Payroll**

Work will begin during 2006 / 07 a replacement HR/Payroll system and further information will be reported through Personnel and ICT reports as we move into the next financial year.

### 3.0 EMERGING ISSUES

#### **Customer Services**

- Work on the two new One Stop Shops in Ditton and Runcorn Old Town will be starting in May and both are due to open in September. They will increase Customer access to services across the Borough through HDL. As part of the Ditton One Stop Shop development HDL are working in partnership with Halton Housing Trust to jointly deliver customer services. It is also planned to increase the number of Council services delivered from the Contact Centre following the 'Business Transformation' of Back Office procedures.

#### **Procurement**

- Better procurement practices will ultimately lead to efficiency savings across the Council. The Procurement Section will continue to identify and implement practices that will ensure continuous improvement in procurement through challenge, comparison collaboration and partnering.

#### **Revenues & Benefits**

- The new Revenues & Benefits system is scheduled for implementation in August 2006. During the implementation period the system will be unavailable for up to 6 weeks. Experience from other Authorities who have undergone this process demonstrates that this will have an adverse effect on the BVPIs across the field of Revenues & Benefits. Every effort is being made to clear any outstanding work prior to shutdown but it needs to be noted that performance will dip during this period.
- A decision will need to be taken on the future of the Benefits Express project and whether, if it is to continue, to bring it into mainstream funding
- Changes to the manner in which HB overpayments can be recovered has changed from April 2006. No longer can overpayments be netted off from a landlord in respect of other claimants. All such overpayments will now be sent to Sundry Debtors. Due to the nature of the overpayment and the financial circumstances of the individual the amount of money recovered will reduce significantly. This will have an adverse effect on the BVPIs for overpayment recovery.
- The annual assessment of the Benefits Service against the national Performance Standards is due to take place in July 2006. The service is presentably given a rating of four/excellent. The process is likely to take until September to complete.

#### **Payroll**

The new Personnel/Payroll system is a fully integrated system. Its implementation will allow both sections to be similarly integrated.

**4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES**



The majority of Key objectives have progressed as planned. As reported previously the further expansion of HDL facilities has been rescheduled for the coming financial year. Full details are provided within Appendix 1.

**4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES**

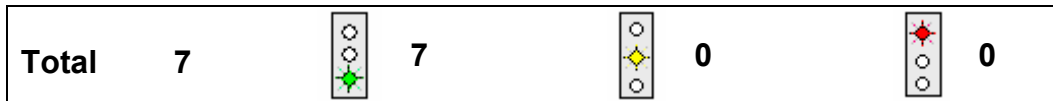


Two of the remaining objectives, relating to the implementation of a new HR / Payroll software system and the provision of an Emergency Duty Team for Social Services through the Contact Centre have not been achieved at year end. Additional commentary is provided within Appendix 2.

**5.0 SERVICE REVIEW**

There are no issues to report concerning Service Review at this time.

**6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**



All of the key indicators for the service have achieved or exceeded their targets. It has to be said that the sustained efforts of staff concerned have been a significant and noteworthy and creditable factor in this success and overall top quartile performance has been achieved. Additional commentary is provided within Appendix 3.

**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**








Only one of the three remaining Performance Indicators for the service had an annual target applied and full details are provided within Appendix 4.

**7.0 APPENDICES**

Appendix 1 - Progress against Key Objectives/ Milestones  
Appendix 2 - Progress against Other Objectives/ Milestones  
Appendix 3 - Progress against Key Performance Indicators  
Appendix 4 - Progress against Other Performance Indicators  
Appendix 5 - Use of traffic light symbols






## Progress against 'key' objectives




Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
ECS O1	Provide locally accessible services by continuing the roll-out of the Halton Direct Link (one stop shop) facilities	Runcorn Old Town HDL operational <b>April / May 05</b>		As reported throughout the year issues around accommodation meant that the original timeframe was no longer feasible. Work on the Runcorn HDL is now scheduled to commence 22 <sup>nd</sup> May with completion set for September 2006.
ECS O2	Complete the Halton Direct Link Project to deliver all services through the contact centre and develop appropriate web services by Dec 05	Web service fully operational <b>Dec 2005</b>		As reported previously this objective has been achieved but by its nature it will be subject to continuous improvement.
ECS O3	Ensure ongoing and effective delivery of services by purchasing and implementing a new Revenues & Benefits System.	Secure funding for project <b>Jan 05</b> Procurement of new system <b>June 05</b> Testing of system and data testing <b>September to December 05</b>		Implementation is ongoing. Go live date is July 2006.
ECS O6	Create a Procurement Unit to develop & monitor procurement and ensure best practice is adopted at the widest levels. The unit would lead in the identification of efficiency savings and collaborative procurement.	Structure & Management arrangements complete by <b>Spring 2005</b> Work stream identification <b>Summer /Autumn 2005</b>		Unit operational and work streams identified

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
ECSO 10	Improve the effectiveness and accessibility of service delivery by Incorporating the use of HDL <sup>1</sup> technology into mobile Benefits Express service	Investigate and determine systems compatibility <b>Sept 05</b> Complete working trials and implement <b>Dec 2005</b>		HDL services are now available. Additionally internet access is now available on the Benefit Express Bus. This has been implemented in partnership with the Library Services and gives free internet access to residents in main town centre locations.

<sup>1</sup> Halton Direct Link Facilities

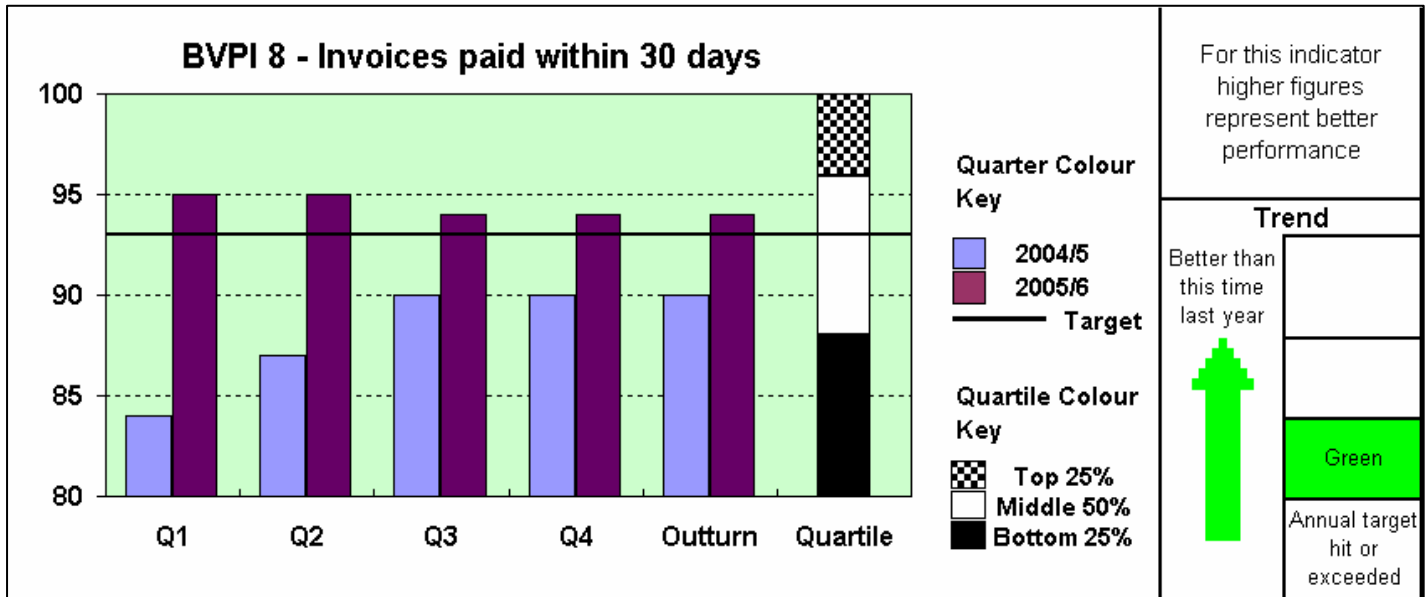
### Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
ECS O4	To exploit the potential of ICT capabilities to improve the economy and efficiency of service provision, in a way which is family-friendly, by developing a policy and implementing a pilot for Home Working within Revenues & Benefits	Assess the impact of policy and pilot and report findings by <b>Sept 2005</b> .		Successful pilot completed. A number of Benefits staff currently working from home.
ECS O5	Improve quality of service by continuing the on going assessment of the Benefits Section against the DWP Performance Standards to strive to gain 100% compliance <sup>2</sup>	Achieve 95% compliance by <b>March 2006</b>		The target has been marginally exceeded with 96% compliance being achieved.
ECS O7	Improve the quality of and access to the service by implementing and monitoring a joint-working relationship with the Pension Service	Co-locate at Catalyst House <b>Jan 2005</b>  Appraisal of arrangements <b>Quarterly</b>		Pension Service co-located with ongoing appraisal of the arrangement.
ECS O8	Examine the benefits of implementing a 24/7 Contact Centre incorporating Lifeline, the Council's out of hour's emergency services.			24/7 Contact Centre has been operational since February 2005
ECS O9	In partnership with Social Services examine the benefits of hosting a 24/7 Contact Centre to deliver out of hours "Emergency Duty Team" (EDT) services, for both Halton and other Council's			At present this objective has been put on hold pending the outcome of discussion between Social Services and other authorities.

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
ECS O11	Optimise the purchasing arrangements of the Council to secure efficiency savings by implementing an electronic Marketplace with Punch out links from WEB Purchasing	Implementation complete <b>Spring 2005</b>		Achieved. Electronic marketplace is fully integrated with the Agresso Financial System and is currently used across all Directorates.
ECS O11a	Improve efficiency via the implementation of Electronic Invoices from Suppliers dependant on available technology	Implementation complete <b>Jan/March 2006</b>	Refer comment	Whilst the systems are now in place suppliers are not yet in a position to trade electronically.
ECS O12	Enhance efficiency, and the opportunity to gather performance data by Identifying and installing an integrated payroll and human resources software system	Identify software <b>April 2005</b> Install and test <b>Dec 2005</b> System live <b>Feb / Mar 06</b>		New software installed and staff from Personnel and Payroll are currently implementing the new suite of programs. However as reported by Personnel services the HR aspects of the system will now be fully operational until summer 2006 with payroll following in December 2006.
ECS O12a	Further develop devolved input facility including intranet access to payroll services	Implementation <b>Oct 2006</b>		On Target



Progress Against 'Key' Performance Indicators

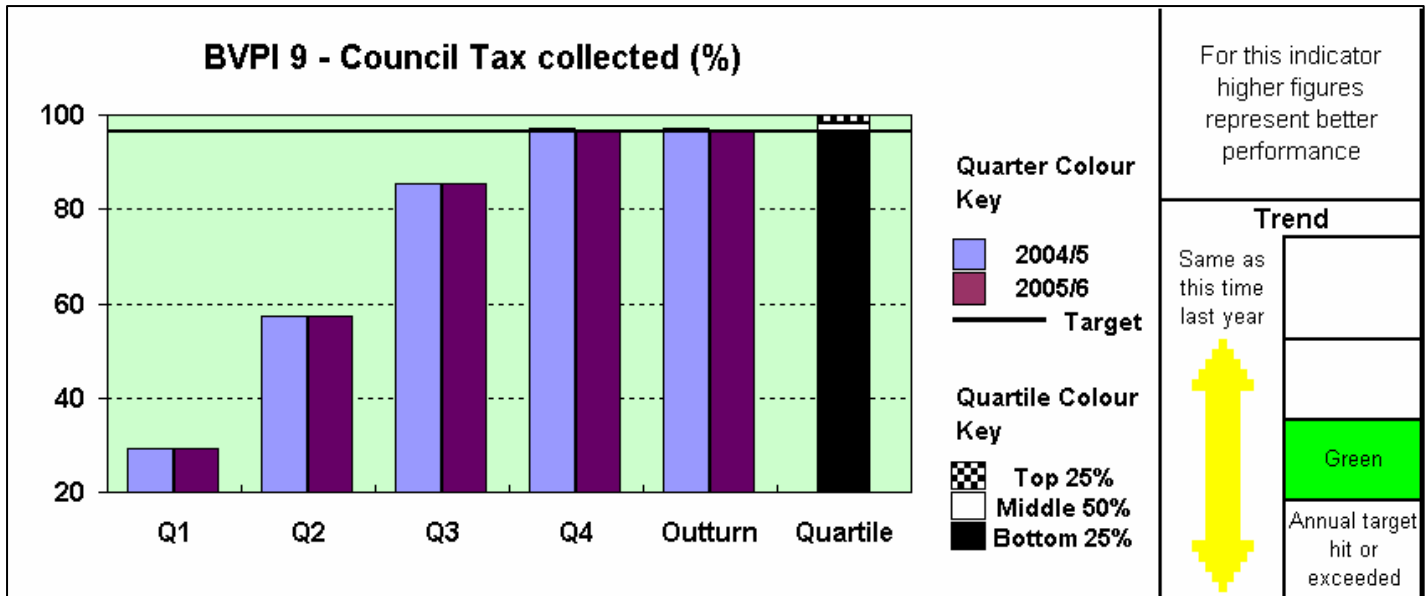


**Commentary**

Directorate performance is shown below to year-end

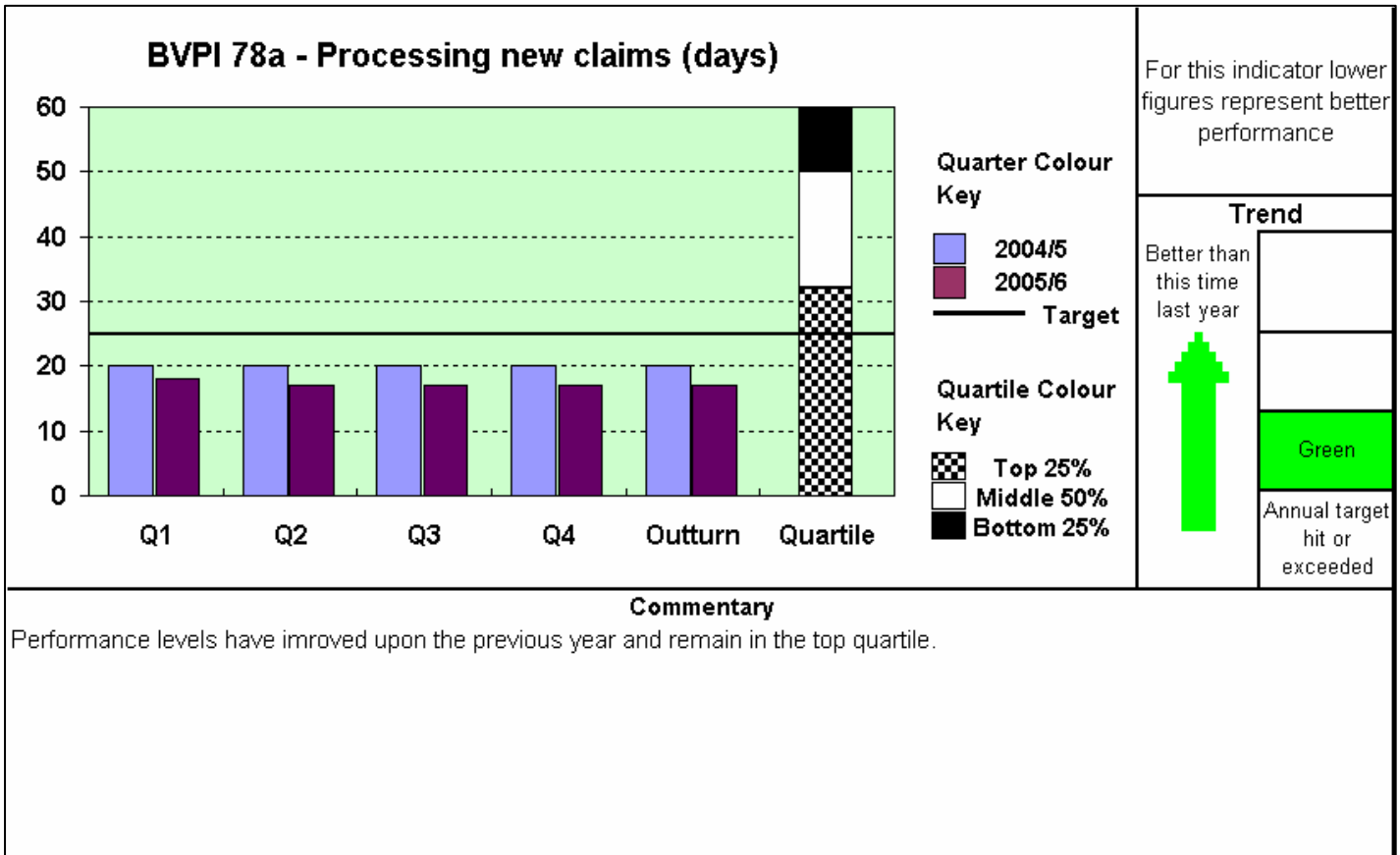
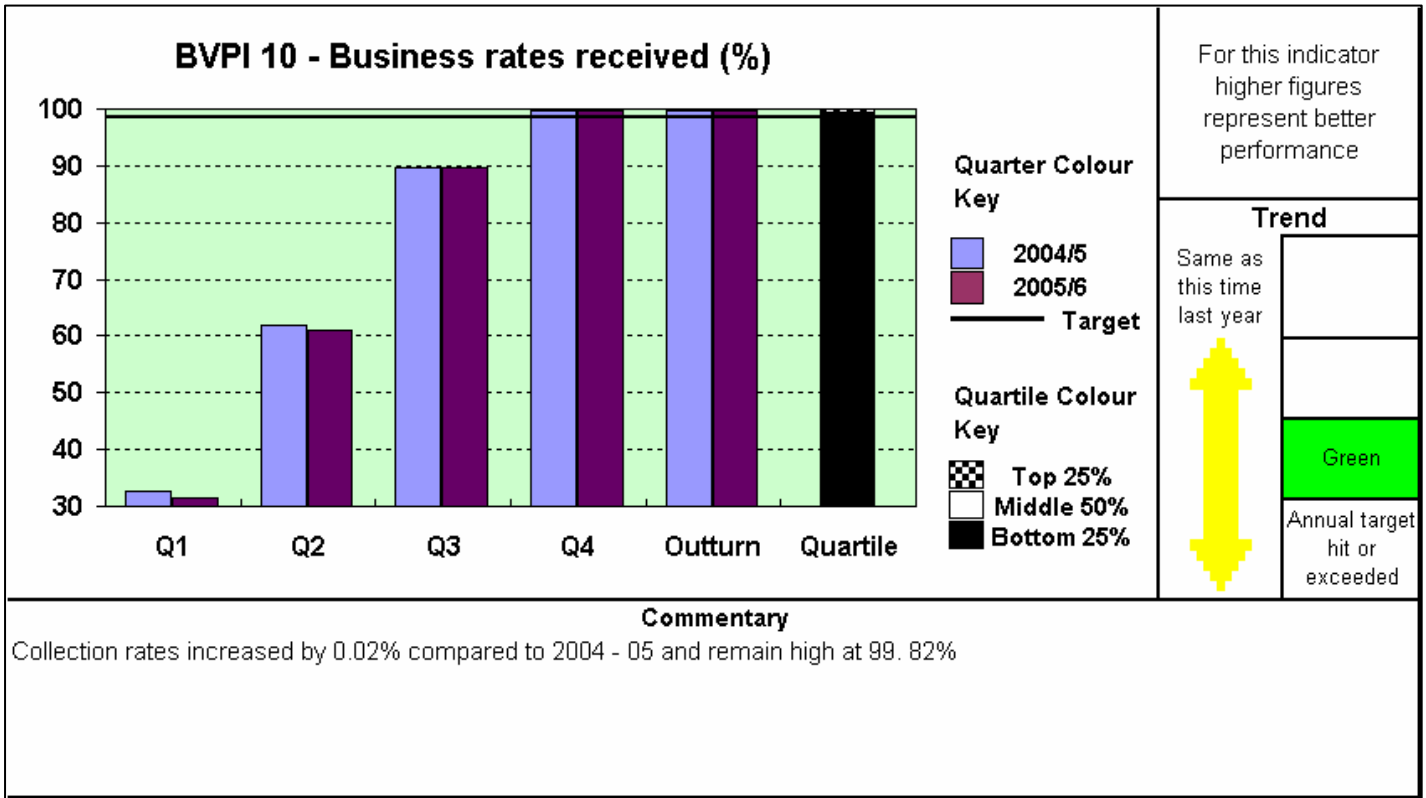
	Total Invoices	% Paid on time
Corporate & Policy	17155	97%
Health & Community	23857	89%
Children & Young People	7015	94%
Environmental	28519	97%
<b>Total</b>	<b>76546</b>	<b>94%</b>

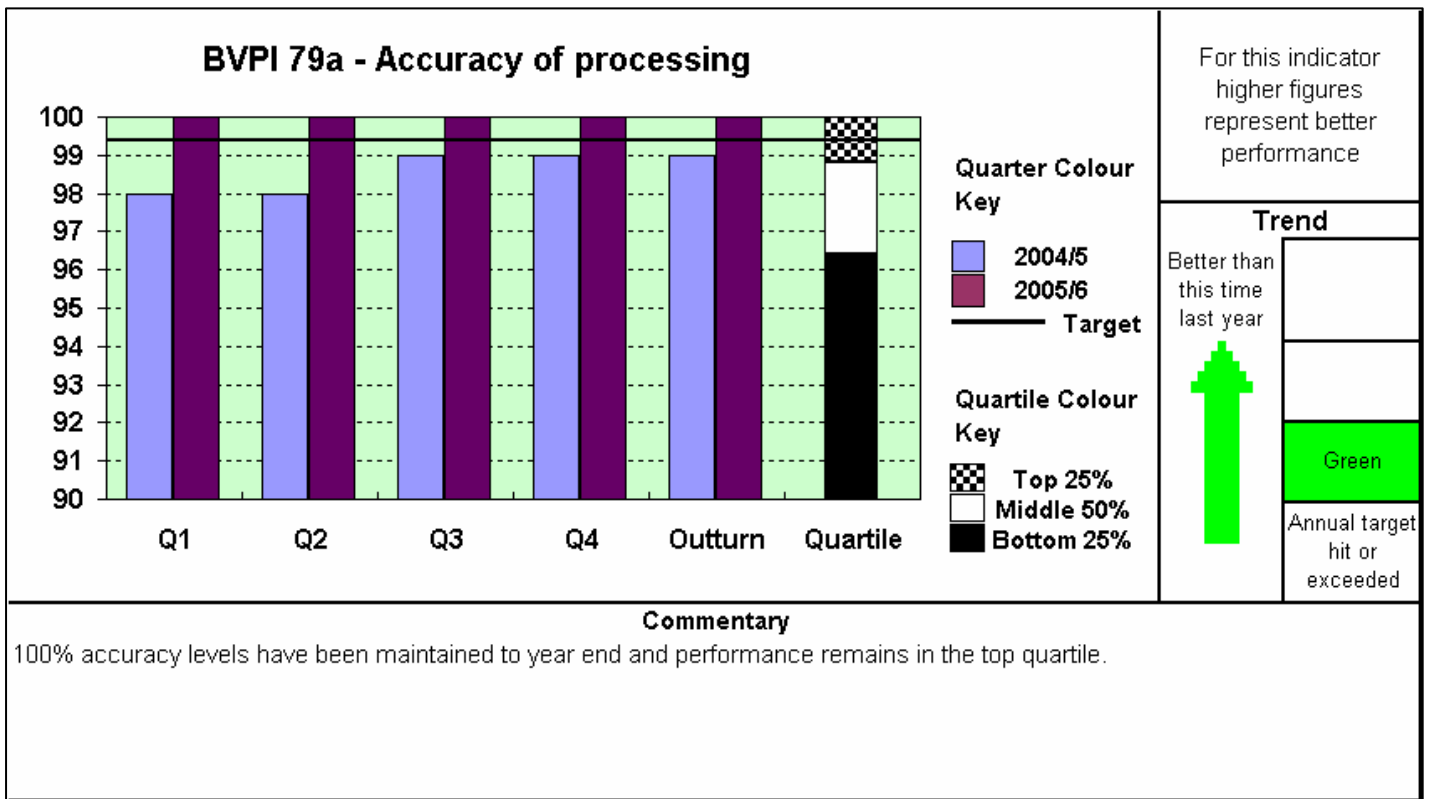
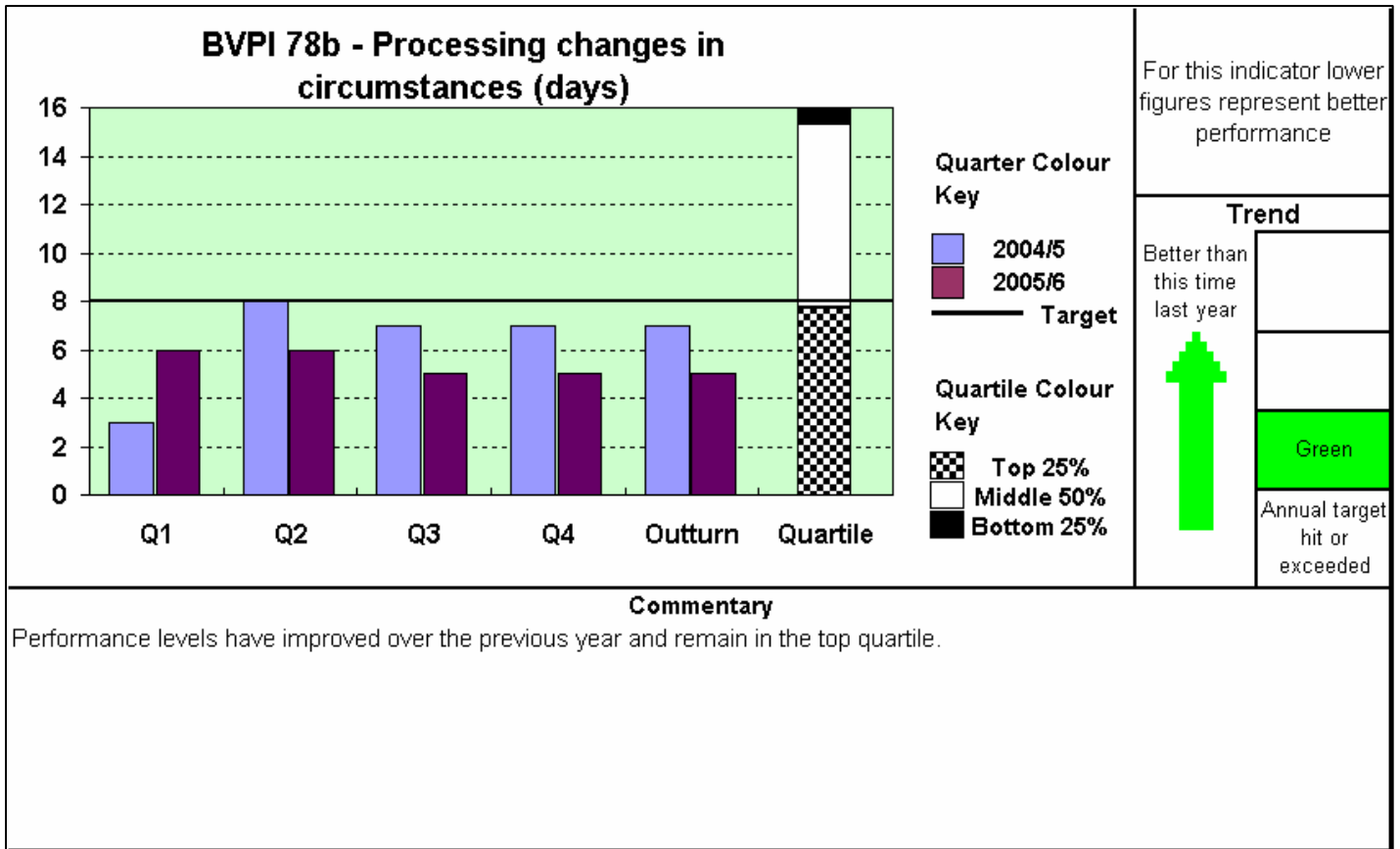
Performance across the Council as a whole has improved by 4% over last year.

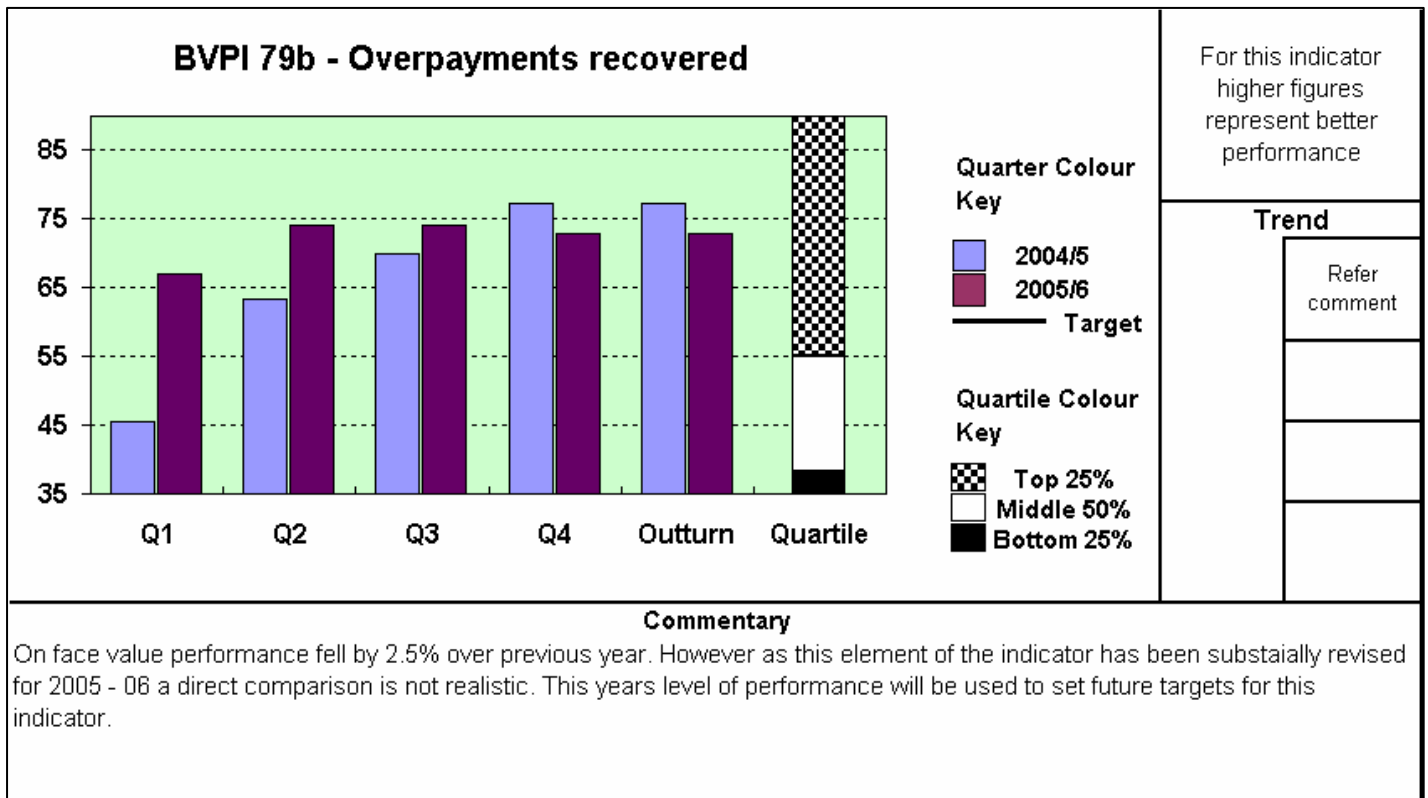


**Commentary**


Collection fell by 0.01% compared to 2004 - 05. This was attributable to a number of late new property notifications being received from the Valuation Office. This meant that such properties were billed in the 2005 - 06 year but realistically could not be paid by year end.









## Progress against 'other' performance indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
BVPI 79b ii <sup>3</sup>	HB recovered as % of debt outstanding	N/A	See Footnote	72.43%	Refer comment	Both of these indicators were substantially amended for 2005 / 06 and therefore no targets could be set.
BVPI 79b iii	HB written off as % of debt outstanding	N/A	See Footnote	1.93%		
ECS LI 1	Percentage of Fairer Charges assessments completed within 10 days of referral.	59 %	65 %	97.9%		A high level of performance has been achieved against this indicator and we will seek to consolidate this level of performance in the coming year.

<sup>3</sup> These elements of the PI have only been introduced from April 2005.

**Explanation of the use of Traffic Light Symbols**

	<u><b>Objective</b></u>	<u><b>Performance Indicator</b></u>
<u><b>Green</b></u>	 <p>Indicates that the <u>objective</u> <u>has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has been achieved</u> or exceeded
<u><b>Red</b></u>	 <p>Indicates that that the <u>objective</u> <u>has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has not been achieved</u> .

## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Corporate and Policy

**SERVICE:** Financial Services

**PERIOD:** Quarter 4 to Year-end 31 March 2006

### 1.0 INTRODUCTION

This monitoring report covers the Financial Services Department's fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the Service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

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

### 2.0 KEY DEVELOPMENTS

The Council's Revenue Budget, Capital Programme and Council Tax were approved by Full Council on 1<sup>st</sup> March, with Halton having the 3<sup>rd</sup> lowest Council Tax in the North West and 26<sup>th</sup> lowest in England.

The Final Local Government Finance Settlement was announced in February, with Halton receiving only the "floor" increase in formula grant of 2%.

Preparation of the Council's year-end accounts has commenced with significant planning, in order to achieve the earlier statutory deadlines.

The 2004/05 Audit and Inspection Letter was reported to Executive Board on 9<sup>th</sup> February 2006. The Letter comments that the Council continues to enjoy a stable financial position, has a strong track record in terms of financial standing, and has adequate arrangements in place to promote and ensure probity and propriety in the conduct of its business.

### 3.0 EMERGING ISSUES

The Lyons Inquiry into the Funding of Local Government has produced an interim report summarising its work to date and initiating consultation on its expanded remit relating to local government's role and functions. It is expected to report in December 2006.


The Chancellor's budget statement announced on 22<sup>nd</sup> March 2006 included little that affected local government finance in general, or Halton in particular. It highlighted public spending to rise by 2.5%pa, which is much lower than in recent years, with priority given to schools and public sector pay increases expected to average 2.25%pa. The 2007 Comprehensive Spending Review will set the Government's priorities for the following three years.

### 4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

<b>Total</b>	<b>5</b>		<b>5</b>		<b>0</b>		<b>0</b>
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All five of the key objectives / milestones for the Service have been achieved and details are provided within Appendix 1.

### 4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

<b>Total</b>	<b>4</b>		<b>4</b>		<b>0</b>		<b>0</b>
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All four of the remaining objectives / milestones for the Service have been achieved and details are provided within Appendix 2.

### 5.0 SERVICE REVIEW

Following the CPA Use of Resources assessment an action plan was prepared, which is being used as the basis for continued development and improvement across all activities.

### 6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

<b>Total</b>	<b>2</b>		<b>2</b>		<b>0</b>		<b>0</b>
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Both of the key performance indicators for the Service have been achieved and further details are provided in Appendix 3.



**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**



<b>Total</b>	<b>6</b>		<b>6</b>		<b>0</b>		<b>0</b>
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The six remaining performance indicators for the Service have been achieved and further details are provided in Appendix 4.

**7.0 APPENDICES**




- Appendix 1 - Progress against Key Objectives/ Milestones
- Appendix 2 - Progress against Other Objectives/ Milestones
- Appendix 3 - Progress against Key Performance Indicators
- Appendix 4 - Progress against Other Performance Indicators
- Appendix 5 - Use of Traffic Light symbols

## Progress against 'key' objectives


Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
FSO 1	Setting the Revenue Budget, Capital Programme and recommend Council Tax	<p>Report Medium Term Financial Forecast to Executive Board <b>November 2005</b></p> <p>Report to Council in <b>March 2006</b></p>		<p>The Medium Term Financial Forecast was reported to Executive Board on 3<sup>rd</sup> November 2005.</p> <p>The Revenue Budget, Capital Programme and Council Tax were approved by Council on 1<sup>st</sup> March 2006.</p>
FSO 2	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing financial reports	<p>Provide monthly financial reports to budget holders <b>within 10 days of month-end</b>, (currently 15 days)</p> <p>Provide financial monitoring reports to Operational Directors for inclusion in Quarterly Service Performance Monitoring reports</p> <p>Provide monitoring reports on the overall budget to Executive Board Sub-Committee on a quarterly basis.</p>		<p>Reports were issued to budget holders on schedule.</p> <p>Reports were provided to Operational Directors on schedule.</p> <p>Quarter three was reported to Executive Board Sub-Committee on 6<sup>th</sup> February 2006. It was anticipated that the overall revenue budget would be balanced. However, a number of potential variances were highlighted including; adults with learning difficulties, children's agency placements, trade waste, halton stadium, and independent special school fees.</p>

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
FSO 7	In order to improve service delivery identify efficiency gains in response to the Gershon review	Prepare the Annual Efficiency Statement by <b>June 2005</b>		The Annual Efficiency Statement for 2005/06 was submitted to ODPM on 15 <sup>th</sup> April 2005 and the backward looking Efficiency Statement for 2004/05 was submitted on 14 <sup>th</sup> June 2005.
FSO 8	Transfer of the housing stock to Halton Housing Trust	Smooth transition of the financial aspects of LSVT by <b>December 2005</b>		The housing stock transfer was successfully completed on 5 <sup>th</sup> December 2005.
FSO 9	Provide background information required to make rational budget choices and identify a series of potential options for growth and savings by undertaking a base budget review	Report base budget review findings by <b>November 2005</b>		The Base Budget Review Working Group's findings were reported on 22 <sup>nd</sup> December 2005.

## Progress against other objectives / milestones

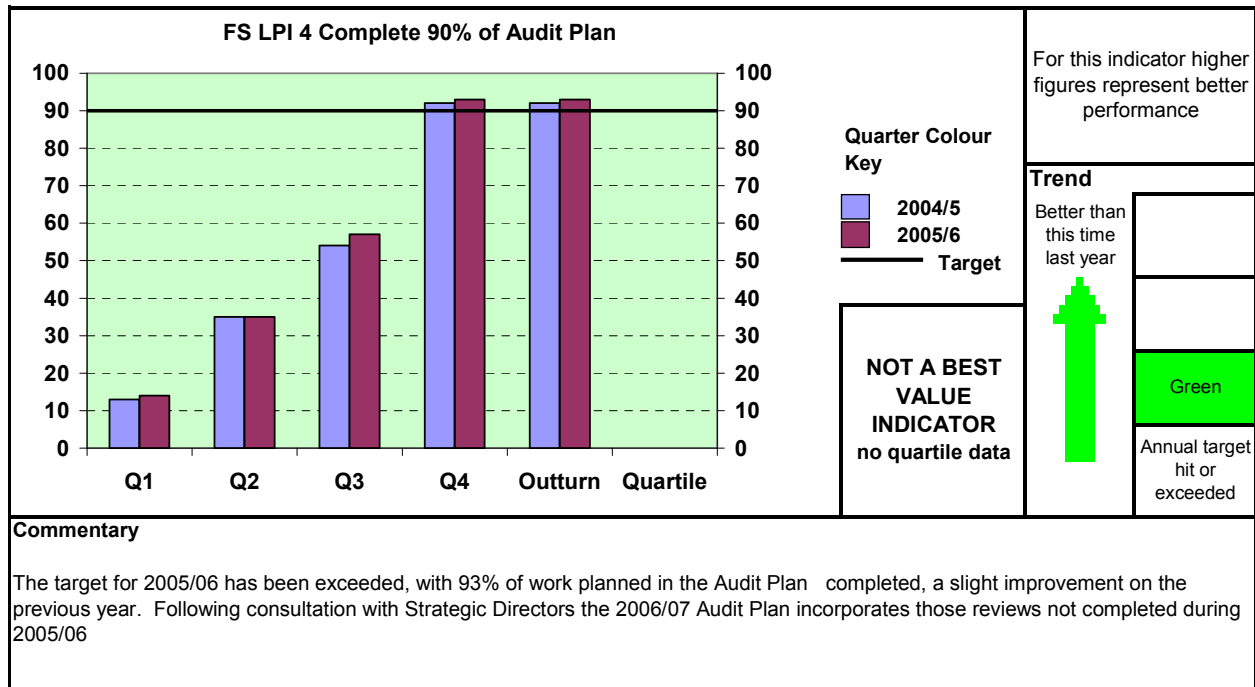
Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
FSO 3	Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by Preparing the final accounts as required by statute and in accordance with latest accounting standards.	Report draft Abstract by <b>31<sup>st</sup> July 2005</b>  Publish the Abstract of Accounts by <b>31<sup>st</sup> October 2005</b>		The 2004/05 Abstract of Accounts was approved by the Closure of Accounts Committee on 29 <sup>th</sup> July 2005 and published by 31 <sup>st</sup> October 2005.
FSO 4	Make best use of cash resources available to the Council, and fulfil statutory requirement, by setting and monitoring Treasury Management policy	Establish Policy by <b>April 2005</b>  Monitoring reports to the Executive Board Sub Committee on a quarterly basis		The Executive Board Sub-Committee approved the Treasury Management Policy on 14 <sup>th</sup> March 2005.  Quarter 3 was reported to the Executive Board Sub-Committee on 6 <sup>th</sup> February 2006. Investment income was on target, the housing stock transfer had triggered the premature repayment of all outstanding PWLB debt, and the Council had extended its contract with the National Westminster Bank for a further three years.
FSO 5	Ensure that capital programme is affordable, prudent and sustainable by setting and monitoring Prudential Borrowing Indicators	Report to Council in <b>March 2006</b>  Monitoring report to the Executive Board Sub Committee on a quarterly basis		Council approved prudential Indicators for 2006/07 on 1 <sup>st</sup> March 2006.  Quarter 3 was reported to Executive Board Sub-Committee on 6 <sup>th</sup> February 2006. Overall capital spending was less than the revised programme, but was expected to be within 10% of the programme by year-end.

## APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
FSO 6	Ensure internal control and probity by setting the Audit Plan and providing monitoring reports on progress.	<p>Report to Executive Board Sub <b>May 2005</b></p> <p>Report progress to the Executive Board Sub twice a year.</p>		<p>The Audit Plan was approved in May 2005.</p> <p>Quarter 4 will be reported to members in May / June 2006.</p>



**Progress against 'key' Performance Indicators**









Ref	Indicator	Actual 04 / 05	Target 05 / 06	Progress
FSLI 1	Receive an unqualified audit opinion on the accounts.	Yes	Yes	

**Commentary**

An unqualified audit opinion was received on 20<sup>th</sup> October 2005.



## Progress against other Performance Indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
FSLI 2	Receive positive comments from the District Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		The 2004/05 Audit and Inspection Letter from the Audit Commission states that "The Council continues to enjoy a stable financial position, has a strong track record on financial standing, and has adequate arrangements in place to promote and ensure probity and propriety in the conduct of its business".
FSLI 3	Achieve investment returns for the year higher than benchmark	4.63 %	4.57 %	4.87 %		The fourth quarter has seen a favourable return ahead of target.
FSLI 5	Maintain a high degree of user satisfaction survey in Internal Audit*	100 %	100 %	100 %		All returned surveys have shown users of the service to be at least 'satisfied' or 'very satisfied'.
FSLI 6	Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork. <sup>NB</sup>	76 %	75 %	77 %		Target achieved.
FSLI 7	Maintain the number of schools buying back financial services.	48	48	48		All existing SLA schools bought back from Financial Services for 2005/06.
FSLI 8	Maintain the scores achieved in CPA last year.	83.3	See commentary			The Council received an overall 3 out of 4 in respect of the CPA Use of Resources category, which is the equivalent of the previous year's assessment despite the more rigorous process for 2005.

\* NB – In determining future targets for these indicators a balance has to be struck between resource requirements and the desired outcome. The future consolidation of performance therefore reflects a balanced view in relation to these indicators.



**Explanation of the use of Traffic Light symbols**

	<u><b>Objective</b></u>	<u><b>Performance Indicator</b></u>
<u><b>Green</b></u>	 <p>Indicates that the <u>objective</u> <u>has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has been achieved</u> or exceeded
<u><b>Red</b></u>	 <p>Indicates that that the <u>objective</u> <u>has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has not been achieved</u> .

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## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Corporate and Policy Services

**SERVICE:** I.C.T. Services

**PERIOD:** Quarter 4 to Year-end 31 March 2006

### 1.0 INTRODUCTION

This monitoring report covers the ICT Services Department fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

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

### 2.0 KEY DEVELOPMENTS

142 ICT related projects were closed in the financial year with a similar number nearing completion or currently within development.

Q4 brought with it over 51 new ICT projects many of which are substantial programmes of work linked to new software packages as well as the associated hardware requirements. The table below identifies some key figures in relation to last year's activity.

	<b>Total</b>
Total Projects to 05/06	308
Closed 05/06 Projects	142
New Projects Identified Q4	51
Projects Closed Q4	37

### 3.0 EMERGING ISSUES

2005/06 was a period of considerable change for the service with changes in the management of the department reorganisation of the staffing structures allowing for substantial changes in the working practices and customer contact solutions.

2006/07 will be a period of implementing these changes and developing the strategies and solutions to support the new teams and corporate and directorate technical developments.

The future strategy will be to consolidate and develop the current technical infrastructure in line with what is now a large and complex corporate entity, with this inevitably arrives a large growth in demand-led technology requirements, many of which are reactive short-term grant led solutions with limited life spans.

As such new and innovative support solutions have to be put in place to cope with such a demand profile, this will involve restructuring the internal support structures to cover the in house client support, maintenance, business improvement, and project development teams together with the strategic placement of contracted out services with proven technology suppliers who can offer the scalability in specialist areas as well as a consultancy base to aid the authority in its inevitable growth.

The 2006 resource strategy will focus upon the service building upon key requirements for technical change and developing a generic as well as a specialist profile amongst its technicians. This will be achieved through training and the ability to allow junior members of the technical teams the opportunity to experience a variety of technical environments. This approach is aimed at creating a single technical service rather than the segmented small team approach currently employed.

New ICT Programmes for 2006:

- Full review and development of a metropolitan network solution
- Revised desktop and Infrastructure programme in line with emerging technologies.
- CRM application development programme
- ICT Business Continuity and Disaster recovery plans
- Information life cycle and security management plans
- Business Process Analysis and Development Programme

**4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES**

<b>Total</b>	<b>7</b>		<b>6</b>		<b>0</b>		<b>1</b>
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Key objectives largely remain on track with the exception of changes to the requirements for the information management programme. Details of progress against all key objectives are included within Appendix 1

**4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES**

<b>Total</b>	<b>3</b>		<b>2</b>		<b>0</b>		<b>1</b>
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Progress in relation to reviewing and developing a strategy to meet the information requirements of the Council has not progressed as planned. Commentary concerning progress is provided in Appendix 2.

**5.0 SERVICE REVIEW**

There are no issues relating to service review to report at present..

**6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**

<b>Total</b>	<b>3</b>		<b>3</b>		<b>0</b>		<b>0</b>
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In relation to 'key' performance indicators overall progress to date exceeds expectations and full details are provided within Appendix 3.

**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**






<b>Total</b>	<b>8</b>		<b>7</b>		<b>0</b>		<b>1</b>
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Again progress to date against the remaining eight indicators for the service exceeds expectations with none showing cause for concern at this stage. Additional details are provided within Appendix 4.

**7.0 APPENDICES**

Appendix 1 - Progress against Key Objectives/ Milestones  
Appendix 2 - Progress against Other Objectives/ Milestones  
Appendix 3 - Progress against Key Performance Indicators  
Appendix 4 - Progress against Other Performance Indicators  
Appendix 5 - Use of traffic light symbols




## Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
ICT O1 / SA1	Improve the resilience, control and flexibility of the Council's desktop environment through a new desktop infrastructure based on Citrix 'thin client'.	Implement Year 2 proposals by <b>Mar 2006</b>		Year 2 implementation targets were met. The start of the new financial years focus will be upon the strategy revision for the infrastructure following the departmental restructure.
ICT O4 / SA4	Satisfy the business needs of the Council's Revenues Division through the acquisition and implementation of a replacement Revenues and Benefits system	Select a replacement Revenues Computer System by <b>Oct 2005</b>		ICT deliveries are now on-line for completion for July the 3 <sup>rd</sup> 2006, allowing the revenues and benefits teams to start the software load testing process.
ICT O5 / SA4	Satisfy the enhanced business needs of the Council's HR service through the implementation an upgrade to the Councils Human Resources system to provide enhanced functionality and support improved methods of working	Implement Phase 1 of system by <b>Mar 2006</b>		All technical implementation targets were met Q4, all servers and software packages are now in place for phase 1. During the coming year phase 2 will look at the business continuity elements and systems resilience.
ICT O6 / SA3	Support the Council's e-Procurement Strategy through the implementation of a range of new facilities including Web services, e-procurement, document management, and business process workflow.	Implement web services and e-procurement solutions by <b>Mar 2006</b>		Targets met, the ICT project manager has now completed his secondment.
ICT O7 / SA3	In accordance with Council's approved strategy review the information and system requirements of the proposals under "The Childrens Act" and develop a strategy and implementation plan	Produce initial proposals and implementation plan by <b>Dec 2005</b>		Work is underway on this project but some changes in client requirements and the potential implementation of additional software have had a negative affect on meeting original timeframe.




Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
ICT 8 / SA4	Support the Council's agreed Customer Service Strategy by completing the development and implementation of Phase 3 of the Halton Direct Link system.	Complete the development of Phase 3 – an Interactive website by <b>Mar 2006</b>		Targets met and a full review and technical evaluation is now underway looking at further enhancements and the potential of developing a new web based user interface saving the authority considerable revenue expenditure and expanding the potential of the applications used.
ICT 9 / SA5	In accordance with the Council's IEG5.5 statement implement the ICT solutions necessary to achieve the ODPM Priority Outcomes	Implement agreed proposals by <b>Mar 2006</b>		Targets met and exceeded in many areas.









**Progress against 'other' objectives**



Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
ICT O2 / SA1	To support the Council's growing need for remote access develop its ICT facilities to enable home and mobile working and support the concept of integrated service operation and delivery with partner organisations	Develop and implement Phase 1 by <b>Mar 2006</b>		Targets for Q4 met and the continued development of this area continues as it is seen as an area of technology that will now evolve quite rapidly.
ICT O3 / SA3	Provide better management and control of the Council's ICT investments through the implementation of a corporate hardware and software asset management system	Review the Asset Management requirements of the Council and produce a Strategy by <b>March 2006</b>		Q4 Targets met with the continued development of asset and data management procedures and solutions.
ICT O10 / SA6	In accordance with the Council's IEG statement develop an Information Management Strategy to improve the efficiency of service processes, improve access to information, reduce accommodation costs and support the Council's modernisation programme.	Review the Information requirements of the Council and develop a Strategy by <b>Dec 2006</b>		<p>Phase 1 of the strategy looking at the corporate requirement is now written awaiting approval in June.</p> <p>Phase 2 will deal with detailed specification of a formal information life cycle plan and the implementation process.</p>

## Progress against Key Performance Indicators



Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 3	Progress	Commentary
ITC LI 1	Average availability of the Council's operational servers.	99.5%	99%	99.96%		Performance levels have been maintained
ITC LI 2	Average availability of the Councils WAN infrastructure.	99.9%	99%	99.40		Admittedly this statistic does not reflect the Grosvenor House network issues and levels of performance experienced. A new solution will be in place 12.05.06 offering a full gigabit network connection offering ten times the current capacity to this location.
ITC LI 4	% Of all responsive repairs completed within 2 working days.	79%	70%	88%		The target for the year was exceeded In line with the ICT strategy. The new financial year will bring with it a full review of the current helpdesk and its operational procedures.

### Progress against 'other' performance indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 3	Progress	Commentary
ITC LI 3	% Of all calls received that were resolved at the Help Desk.	45 %	50 %	58%		Targets exceeded. Targets will be reviewed for the new financial year.
ICT LI5	School Support Service Level Agreement: % of calls responded to within <u>agreed</u> target.  <ul style="list-style-type: none"> <li>• Priority 1</li> <li>• Priority 2</li> <li>• Priority 3</li> <li>• Priority 4</li> </ul>	95 98 92 98	85 90 95 100	98 99 98 99		Progress presently on track exceeding SLA targets.
ITC LI 6	Member Support: % of calls responded to within 1 working day.	98 %	95%	99%		Support levels maintained
ITC L1 7	E-mail accounts set-up within 3 working days of receipt.	N/A	75 %	95%		The benefits of the new operating procedures are evidenced with the results.
ITC L1 08	Av days from order to completion of a new PC	N/A	12 days	24 Days		A number of bulk year-end PC purchases resulted in the changes all hardware now in storage awaiting the go ahead for install by clients.
ITC L1 8a	Av days from delivery to completion of a new PC	N/A	6 days	4 days		Targets achieved for year

ITC L1 9	Av days from order to completion of a thin client device	N/A	9 days	1.5 Days		Improving status
ITC L1 9a	Av days from delivery to completion of a thin client device	N/A	3 days	0.5 Days		Again the levels of performance have been improved by the new procedures implemented over this period.

**Explanation of the use of Traffic Light Symbols**

	<u><b>Objective</b></u>	<u><b>Performance Indicator</b></u>
<u><b>Green</b></u>	 <p>Indicates that the <u>objective</u> <u>has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has been achieved</u> or exceeded
<u><b>Red</b></u>	 <p>Indicates that that the <u>objective</u> <u>has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has not been achieved</u> .

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## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Chief Executives

**SERVICE:** Legal and Member Services

**PERIOD:** Quarter 4 to year-end 31 March 2006

### 1.0 INTRODUCTION

This monitoring report covers the Legal and Member Services Department fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

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

### 2.0 KEY DEVELOPMENTS

Overall the Department has had a successful year in which the following achievements stand out:

- Being shortlisted for the prestigious LGC and MJ awards for the Council's Member Development Programme
- ILM accreditation for the Member Development Programme
- ISO accreditation for Legal Services and the renewal of Lexcel Accreditation
- The successful introduction of the Licensing Act 2003
- High service satisfaction levels
- Support for the Housing Stock Transfer.

### 3.0 EMERGING ISSUES

The Council has a very ambitious agenda for the next few years in the context of urban regeneration. This will place significant demands on legal services, particularly in its support for the associated property transactions. If the Council is to be successful with its programme it will need to pay close regard to the capacity available to support these projects (whether internal or external) and actively manage work priorities.

**4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES**

<b>Total</b>	<b>4</b>		<b>3</b>		<b>0</b>		<b>1</b>
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Performance against Key Objectives/Milestones is shown in Appendix 1 attached together with a commentary on each of the objectives.

With the exception of the introduction of a foundation degree for members, which has been discontinued as a result of the withdrawal of support from the North West Employers Organisation, good progress has been made against 'key' objectives. Additional details are provided in Appendix 1.

**4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES**

<b>Total</b>	<b>3</b>		<b>2</b>		<b>0</b>		<b>1</b>
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Again of the remaining three objectives for the service only one has not been achieved as planned due to the reprioritisation of IT work. Additional information is provided within Appendix 2.

**5.0 SERVICE REVIEW**

Overall the service performed well in 2005/06 hitting 70% of its targets. Furthermore, in relation to the majority of those indicators where targets have not been met, there is still evidence in the underlying performance that the service is making progress towards the objective or target in question.

**6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**

<b>Total</b>	<b>4</b>		<b>3</b>		<b>0</b>		<b>1</b>
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Three of the four PI targets have been achieved with the exception of the payment of debts as a proportion of those referred. Additional details of progress are provided with Appendix 3.



**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**





<b>Total</b>	<b>13</b>		<b>9</b>		<b>0</b>		<b>4</b>
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The majority of remaining targets have been achieved and additional details are provided within Appendix 4.




**7.0 APPENDICES**

- Appendix 1 - Progress against Key Objectives/ Milestones
- Appendix 2 - Progress against Other Objectives/ Milestones
- Appendix 3 - Progress against Key Performance Indicators
- Appendix 4 - Progress against Other Performance Indicators
- Appendix 5 - Traffic Light Symbols





## Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
LMS O3	To develop, implement and maintain quality systems to ensure the achievement of service objectives	Charter Mark for Local Land Charges obtained by <b>July 2005</b>  ISO 9000 Accredited by <b>August 2005</b>  Secure renewal of Lexcel Accreditation <b>December 2005</b>  Procure Case Management System <b>November 2005</b>		<p>Our key quality assurance targets, Lexcel and ISO Accreditation, have been obtained. We have applied for Charter Mark and await the outcome of our application and at this stage there is no indication that the result will be unfavourable.</p> <p>Progress on a Case Management system has been stalled, but this was due to (the reprioritisation of IT projects.</p>
LMS O5	Introduce foundation degree in Community Governance for Members (via Salford University)	Finalise arrangements by <b>September 2005</b>		The NWE0 have now withdrawn support for this initiative and it will therefore not go ahead,
LMS 07	Develop Accessibility Checklist/Guidelines for meeting rooms to ensure equality of access to Council Meetings	Develop checklist by <b>December 2005</b>		Checklist will provide useful information concerning the suitability of access of proposed venues
LMS O8	Introduce system for monitoring social identity of Applicants for Hackney Carriage and Private Hire	Develop monitoring system <b>March 2006</b>		A monitoring form has now been produced and this will allow effective monitoring of social identity and associated issues of equality .

## Progress against 'other' objectives








Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
LMS O1	Keep Constitution under Annual Review	Annual Review - <b>May 2005</b>		Completed
LMS O2	To exploit the potential of IT in the delivery of services.	NLIS Level 3 for Land Charges Implemented <b>September 2005</b>		Objective delayed but will completed during 2006.
LMS O4	Introduce reciprocal enforcement arrangements for Taxi/Private Hire Licensing	Negotiate with other authorities – <b>December 2005</b>		Reciprocal arrangements now agreed and this will provide a more cohesive and comprehensive approach to cross-boundary enforcement.

## Key Performance Indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
<b>BV 179</b>	Percentage of Standard Searches carried out in 10 working days	<b>100 %</b>	100 %	100%		We continue to meet our target.
<b>LMS LI 4</b>	No. Of Members with Personal Development Plans	<b>25</b>	15	32		We have exceeded our target for the year and this is an indication of positive member engagement
<b>LMS LI 6</b>	Customer Satisfaction with Legal Services (revised indicator) - Average rating on a scale of 0-10	<b>N/A</b>	90 %	95%		Satisfaction levels exceeded the target. This is a significant achievement and efforts will be made to sustain this level of performance over time.
<b>LMS LI 12</b>	Payments received on debts with Legal as a proportion of debts referred to Legal <sup>NB</sup>	<b>74 %</b>	80 %	51%		As has been reported previously, the change in the volume and nature of debts over the year, particularly the referral of large numbers of social services debts, have resulted in the target becoming unrealistic.

NB – In determining future targets for these indicators a balance has to be struck between resource requirements and the desired outcome. The future consolidation of performance therefore reflects a balanced view in relation to these indicators.



## Other Performance Indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
LMS LI 1	Proportion of working days lost to sickness absence	<b>3.29 %</b>	5 %	2.7%		Sickness levels have been well within target
LMS LI 2	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	<b>644</b>	200	820		The target has been exceeded by a considerable margin, which is partly due to the wide public interest concerning specific issues throughout the year.
LMS LI 3	No. of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	<b>155</b>	35	159		Target exceeded – refer to comment above.
LMS LI 5	Percentage of Members attending at least one organised Training Event	<b>95 %</b>	90 %	96%		Target exceeded
LMS LI 7	Time Taken to process Hackney Carriage Vehicle Licences (from receipt to issue/refusal) in working days	<b>18</b>	12	15		Performance has improved but not enough to meet the target
LMS LI 8	Time Taken to process Private Hire Vehicle Licences (from receipt to issue/refusal) in working days <sup>NB</sup>	<b>7</b>	10	8		Target exceeded
LMS LI 9	Time taken to process new Single Status Drivers Licences (from receipt to issue/refusal) in working days	<b>61</b>	33	45		Performance has improved significantly but not enough to meet the target, which as a result of change during the year became unrealistic.

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
LMS LI 10	Time taken to process Single Status Drivers Licence renewals (from receipt to issue/refusal) in working days <sup>NB</sup>	<b>23</b>	30	27		Target exceeded
LMS LI 11	Value of Debt with Legal for Recovery	<b>1, 020, 558</b>	N/a	£1,433,805		The value of debts with legal services has increased over the year. This is due primarily to large numbers of social services debts being referred through to legal services.
LMS LI 13	Average Time taken to issue prosecutions from receipt of instructions (working days) <sup>NB</sup>	<b>11</b>	10	7		Target exceeded
LMS LI 14	Percentage of Prosecutions Resulting In convictions	<b>75 %</b>	N/a	75%		Performance in line with previous year.
LMS LI 15	Average Time Taken to Complete Conveyancing Transactions	<b>240</b>	250	492		Although it may not appear to be so from the figures, underlying turnaround times have actually improved during the year. A number of old files have been closed/completed during the year which should enable the figure for next year to better reflect the service's true performance and which should hopefully be much closer to the target.
LMS LI 16	Average Time Taken to Complete Child Care Cases (calendar days) <sup>NB</sup>	<b>212</b>	180	209		A slight improvement on the previous year. We are working closely with colleagues internally to improve performance on this indicator and this will hopefully achieve some improvement next year, but it needs to be borne in mind that 'performance' is dependant on others outside of the dept

**APPENDIX FOUR – PROGRESS AGAINST ‘OTHER’ PERFORMANCE INDICATORS (Legal and Member Services)**

**Application of Traffic Light Symbols**

	<u><b>Objective</b></u>	<u><b>Performance Indicator</b></u>
<u><b>Green</b></u>	 <p>Indicates that the <u>objective has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has been achieved</u> or exceeded
<u><b>Red</b></u>	 <p>Indicates that that the <u>objective has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has not been achieved.</u>

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## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Resources and Corporate Services

**SERVICE:** Personnel Services

**PERIOD:** Quarter 4 to Year-end 31 March 2006

### 1.0 INTRODUCTION

This monitoring report covers the Personnel Services Department fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

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

### 2.0 KEY DEVELOPMENTS


During the fourth quarter, 9 Trade Unions balloted for industrial action against Government proposals to change pension regulations. A national day of strike action took place on 28<sup>th</sup> March 2006.

Further strike action is planned by unions for the spring/summer of 2006 unless agreement can be reached between the Government, employers and unions. Should this day of action go ahead the authority would again seek to implement contingencies to mitigate any adverse affects upon the community.

### 3.0 EMERGING ISSUES

It appears that a small number of schools will be considering staff reductions in response to financial difficulties. This will lead to increased work during the next quarter for industrial relations staff to assist in this process and subsequently performance against Key Performance Indicator 14 (Early Retirements) may be adversely affected.

**4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES**

<b>Total</b>	<b>3</b>		<b>2</b>		<b>0</b>		<b>1</b>
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of the three key objectives for the service only one, relating to the implementation of HR / payroll software, has failed to be achieved within the targeted timeframe. Additional details for all 'key' objectives are provided in Appendix 1.

**4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES**




<b>Total</b>	<b>7</b>		<b>6</b>		<b>0</b>		<b>1</b>
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There has been a slight delay in hitting one of the key milestone dates for the remaining objectives for the service and additional details are provided within Appendix 2.

**5.0 SERVICE REVIEW**


There are no issues concerning service review to report at this time.

**6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**

<b>Total</b>	<b>7</b>		<b>3</b>		<b>0</b>		<b>4</b>
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At this stage five of the seven 'key' indicators for the service are being reported as estimates, although actual figures may be available at the time of the meeting of the Board. Upon this basis four have failed to achieve their 'target' and additional details are provided within Appendix 3.

**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**




<b>Total</b>	<b>5</b>		<b>5</b>		<b>0</b>		<b>0</b>
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All of the remaining indicators for the service have achieved their target and additional details are provided within Appendix 4.




## 7.0 APPENDICES




Appendix 1 - Progress against Key Objectives/ Milestones  
Appendix 2 - Progress against Other Objectives/ Milestones  
Appendix 3 - Progress against Key Performance Indicators  
Appendix 4 - Progress against Other Performance Indicators  
Appendix 5 - Use of traffic light symbols

## Progress against 'key' objectives




Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PS O1	To ensure the Council is provided with up-to-date workforce information and can respond to the requirement for Statutory statistical information e.g. BVPI's, DfES returns.	Introduce an updated Payroll/H.R. I.T. system. <b>December 2005</b>		As reported in previous quarters, this project was delayed and the milestone missed and has therefore been included as a key objective in the 2006/07 Service Plan. It is expected that the HR aspects of the system will be installed by August 2006 and the Payroll by December 2006.
PS O7 / SA 5	Ensure that Council managers are properly equipped and trained to carry out their managerial role	Introduce a senior management development programme. <b>June 2005.</b>		.The senior management development programme has been introduced with both ILM4 and first year Msc courses being successfully completed by a number of managers within the organisation.
PS O11 / SA 6	To ensure that the Council rewards staff in accordance with Equal Pay legislation through a modern pay and grading system	Identify staff and Trade Union members and train them to undertake evaluations. <b>March 2005.</b> Evaluate benchmark sample of jobs. <b>July 2005</b> Undertake process throughout Council. <b>March 2006</b>		Progress on course. Benchmark sample of jobs evaluated and the process has been rolled out across the Council as planned.. The expected completion date for the "project" is March 2007 in line with National Employers requirements and therefore this the objective, and additional key milestones have been included within the 2006/07 Service Plan.




## Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PS O2	Ensure a pro-active approach on the part of Council managers to the health, safety and welfare of employees.	Undertake an analysis of sickness absence by Directorate <b>June/July 05</b> Identify areas of concern and investigate underlying causes <b>August/Sep 05</b> Develop Action Plan <b>Sept / Oct 05</b>		Project completed. Action plan has been developed and quarterly monitoring reports will be presented to Management Team from April 2006 onwards.
PS O3	Increase the capacity of the Council to identify and understand the reasons for staff loss.	Design and introduce, in conjunction with I.T.C, an on-line exit interview monitoring system. <b>March 2006</b>		Monitoring System introduced as planned. This should assist Officers in pro-actively identifying, anticipating and managing staff loss.
PS O4	Ensure that the Council has employment policies that reflect modern local government and the Government's Work-Life balance agenda.	Develop, in conjunction with senior management and Trade Unions, a Home working policy. <b>June 2005.</b>		Home working pilot was trailed successfully and the policy has now become fully operational.

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PS O5	Ensure that the Council has a flexible, motivated workforce and that development opportunities for staff are properly managed.	Develop, in conjunction with senior management and Trade Unions, a Secondment Procedure <b>July 2005</b>		The secondment procedure was agreed and introduced as planned and this should improve the flexibility of the Council, particularly in relation to partnership working arrangements, in meeting operational requirements.
PS O6	Undertake skills audit to determine identified need in relation to future Training and Development and Workforce Planning activity.	Pilot I.T. based skills audit tool <b>May 2005</b> Roll out audit to the whole Council. <b>March 2006</b>		Evaluation of pilot now completed by Employers Organisation and external software developer. However as they have not yet reached a firm decision concerning the roll out of the audit implementation across the Council is now scheduled for 2006 / 07.
PS O8	Ensure that managers in the Council with responsibility for project management are properly equipped and trained to undertake this role	Introduce a Project Management training programme and I.T. based tool Training to commence <b>April 2005.</b> To be completed <b>March 2006.</b>		Training programme delivered as planned. A significant number of managers are now conversant with the benefits and use of the Project Management Toolkit and this should lead to consistent application across the Council.

## Progress against Key Performance Indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
<b>11</b> (CPA Ass. Indicator)	The percentage of top 5% of earners that are:- a) Women b) From black and ethnic minority communities	<b>37.84</b> <b>3.12</b>	40.00 3.2	40.00 <sup>E</sup> 3.2 <sup>E</sup>		The top 5% of earners in the Council is a relatively small number of staff. As a result minor changes can have a significant effect when representing performance as a percentage. Please note these are estimated figures and if possible actual figures will be provided at the time of the Board meeting.
<b>12</b> (CPA Ass. Ind. High Risk)	The number of working days / shifts lost due to sickness	<b>10.8</b>	9.3	9.4 <sup>E</sup>		This is an estimated figure. If possible an actual will be provided at the time of the Board meeting. Upon the basis of this estimate we may marginally miss the target for the year by 0.1%.
<b>14</b> (CPA Ass. Indicator)	Early retirements (excluding ill-health) as a percentage of the total workforce.	<b>0.5</b>	0.19	0.33		Although "performance" has improved over 2004/05 it did not meet its current annual target. 13 employees have retired during the year. The majority of these employees retired following reorganisations of Neighbourhood Services and from schools facing financial difficulties.



Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
<b>15</b> (CPA Ass. Indicator)	% of employees retiring on grounds of ill-health as a percentage of total workforce	<b>0.84</b>	0.30	0.20		"Performance" improved significantly on last year and the target was met. Only 8 employees retired due to ill health. Whilst the Council delivers a number of initiatives concerning the welfare of employees, such as Annual Stress Risk Assessments, the general health of the population, from which a significant number of staff are drawn, can be adversely affected by environmental and social issues.
<b>16a</b> (CPA Ass. Indicator)	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce	<b>0.36</b>	1.0	0.84 <sup>E</sup>		On the basis of the estimate the annual target may not be met. If possible an actual figure will be provided at the time of the Board meeting.
<b>17a</b> (CPA Ass. Indicator)	Minority Ethnic community staff as % of total workforce.	<b>1.7</b>	1.8	1.72 <sup>E</sup>		On the basis of an estimate annual target may be missed by a margin of 0.08%. If possible an actual figure will be provided at the time of the Board meeting.



**Progress against 'other' performance indicators**

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
PS LI 1	Percentage of requests for advertisements received by Tuesday noon in any week will be advertised internally by Friday of the same week and if required by Friday of the following week in external newspapers etc.	100 %	100 %	100%		Levels of performance have been maintained throughout the course of the year with the annual target of 100% being achieved.
PS LI 2	Percentage of applications received in the division for any post acknowledged within one day	100 %	100 %	100%		Refer comment above
PS LI 3	Percentage of candidates attending interview who are unsuccessful informed within five working days.	100 %	100 %	100%		Refer comment above
PS LI 4	Percentage of enquiries for work answered in writing within one week.	100 %	100 %	100%		Refer comment above
PS LI 5	Percentage of requests to amend the establishment received from Operational Directors considered by the Executive Board member for Corporate Services on two specific days in the same month if received 10 days prior to these days (second and last Wednesday of each month).	100 %	100 %	100%		Refer comment above

## Explanation of the use of Traffic Light Symbols

	<u>Objective</u>	<u>Performance Indicator</u>
<b><u>Green</u></b>	 <p>Indicates that the <u>objective</u> <u>has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has been achieved</u> or exceeded
<b><u>Red</u></b>	 <p>Indicates that that the <u>objective</u> <u>has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has not been achieved</u> .

## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Corporate and Policy  
**SERVICE:** Policy and Performance  
**PERIOD:** Quarter 4 to year-end 31 March 2006.

### 1.0 INTRODUCTION

This monitoring report covers the Policy and Performance Department fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

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

### 2.0 KEY DEVELOPMENTS

The formation of a Business Efficiency Board in 2006/07 will see the emphasis shift from the best value review approach to a more clearly defined drive to improve efficiency. This will embrace the work of several sections in the Corporate & Policy Directorate. Included in this will be the Best Value Team, which is in the process of reviewing its tools and techniques to ensure efficiency improvement is given priority and is the prime focus of its work in the future.

Resignation of both the Internal Communications Officer in January and the recent departure of the Publicity Assistant have impacted upon the workload of the Corporate Marketing Manager and the Press and Public Relations Manager.

Revisions to Halton's strategic priorities will change the scope and list of service functions within the remit of individual Policy & Performance Boards. These changes will be reflected in the revised Council Constitution.

### 3.0 EMERGING ISSUES

The Audit Commission had previously indicated that a Voluntary Code of Practice in Managing Data Quality would be published in March 2006. Although this has not yet happened we have recently acquired a copy of the Draft Key Lines of Enquiry, which is likely to form the basis of the code once it is released. The implications for the authority are now being considered and further information will be reported in due course.

Government web take up campaign will focus more attention on [www.halton.gov.uk](http://www.halton.gov.uk). Efforts have been diverted from other work to ensure that services are being promoted as part of the campaign will have a credible presence on our website.

Changes to PCT boundaries can be expected to affect Health Scrutiny and the need for joint working, notably with St Helens MBC Members.

As initially drafted the Police and Justice Bill's 'Call to Community Action' provisions could have major implications for the proposed Safer Halton PPB in respect of producing Action Reports in response to residents raising issues of anti social behaviour.

### 4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES



All of the 'key' objectives for the service have been achieved and additional commentary is provided within Appendix 1.

### 4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES



A small proportion of the remaining objectives for the service have not been achieved as planned and further information is provided within Appendix 2.

### 5.0 SERVICE REVIEW

There are no issues concerning Service Review to be reported this Quarter.

**6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**

<b>Total</b>	<b>4</b>		<b>3</b>		<b>0</b>		<b>1</b>
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Only one of the 'key' performance indicators that can be reported at this stage has failed to achieve target. Full details are provided within Appendix 3.

**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**




<b>Total</b>	<b>19</b>		<b>11</b>		<b>0</b>		<b>8</b>
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Of those 'other' performance indicators eight failed to achieve target, although in some cases only marginally. Full details are provided within Appendix 4.

**8.0 APPENDICES**






- Appendix 1 - Progress against Key Objectives/ Milestones
- Appendix 2 - Progress against Other Objectives/ Milestones
- Appendix 3 - Progress against Key Performance Indicators
- Appendix 4 - Progress against Other Performance Indicators
- Appendix 5 - Use of traffic light symbols

## Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PPO1 / SA 2	Approval of Regional Strategy for Halton 2003 / 2006	Develop Strategy <b>October 2005</b>		As reported previously strategy has been developed and implemented via Halton in the Region group
PPO 5 / SA 3	Develop promote and review continuous improvement of the revised PPB arrangements	Report proposals for improvement <b>Dec 05</b>		Milestone adapted in light of review of constitutional and scrutiny matters. Series of reports to management team on scrutiny progress/issues. Input and proposals for improvement provided to. Milestone met.
PPO 9 / SA 5	To carry through the Priorities Process (the Council's agreed strategic planning process) thoroughly and robustly and keep this fit for purpose in the period to 2010.	Revised State of the Borough Report <b>April 2005</b> Baseline Assessment <b>August 2005</b> Revised Community Strategy / Corp Plan <b>Nov 2005</b>		State of the Borough work completed by 31 March – both State of Halton report and Residents Perception Study published on website. Baseline Assessments complete and published on website. Community Strategy and Corporate Plan agreed by LSP and Exec Board March 2006. Legal adoption by Full Council on 26/4/06






Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PPO 13 / SA 7	Maximise PR opportunities to increase positive coverage in trade, technical, local, regional and national media	Refine systems and processes to deliver more effective media relations <b>Sept 2005</b>  Introduce monitoring / analysis software <b>May 2005</b>  Produce Guide to promote roles and services of the team <b>June 2005</b>  Update and distribute Media Protocol <b>Sept 2005</b>		All of the objectives have now been achieved and, with the exception of the introduction of software which was slightly delayed, were delivered within the planned timeframe.
PPO 22 / SA 8	Implement Civil Contingencies legislation	Identify risks to the Council <b>March 2006</b>		Risks to the Council have been identified and these are contained within the Risk Register, which was published in September 2005.
PPO 24 / SA 4	Maintain robust systems for monitoring effectiveness of Council Health & Safety Policies	Report to CHSWF <b>Oct 2005</b> <b>March 2006</b>		Monitoring report made to October meeting as planned. Due to circumstances the meeting scheduled for March was cancelled.

## Progress against 'other' objectives








Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PPO 2 / SA 2	External funding strategy	Review of Strategy <b>March 2006</b>		The findings of the strategy review are presently being incorporated into the work of the Division for the current year and this will include further benchmarking activity.
PPO 3 / SA 2	Risk Assessment Training for twinning grant applicants (Amended Objective)	Training completed <b>July 2005</b>		Target Achieved. The completion of a risk assessment proforma is now a minimum requirement for applicants seeking assistance.
PPO 4 / SA 3	Co-ordinate and advise on delivery of PPB work	PPB work Programmes agreed <b>June 05</b>		PPB Topic work programmes agreed or proposed for all PPBs, so far as is reasonably practicable given the envisaged changes to PPB remits.
PPO 6 / SA 6	Prepare the next year's best value review programme (in accordance with the improvement priorities agreed with the Audit Commission) for approval by the Council.	Endorsed by BV Committee <b>Mid March 2006</b>	See Commentary	A Business Efficiency Board will replace the Best Value Committee in the 2006/07 municipal year. Therefore, a best value review programme has not been prepared and will instead be replaced with an efficiency improvement programme to be approved by the Board
PPO 7 / SA 7	Publish Performance Plan summary by the end of March	Approved by Exec. Board <b>Mid March 2006</b>  Placed on public deposit <b>End of March 2006</b>	 	The Council Tax leaflet contained a section on performance, which served as the Council's summary version of the Performance Plan.  The Council Tax leaflet went out with the Council Tax bills to all households in March 2006.

## APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES (Policy and Performance)






Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PPO 8 / SA 7	Publish the full Performance Plan by the end of June	Approved for publication by Full Council <b>Spring/early summer 2005</b>  Placed on public deposit <b>End of June 2005</b>		Performance Plan was approved for publication by full Council and placed on public deposit by 30 June 2005.
PPO 10 / SA 5	Create and maintain a dynamic policy briefing section on the Council Internet / intranet to provide timely information on policy / legislative developments and potential impact in Halton	Pages created <b>April 2005</b>  Review Policy Intranet pages <b>Monthly</b>		Policy briefings regularly produced and disseminated by e-mail and through Partnership website.
PPO 11 / SA 5	Fully implement Halton Partnership performance management/monitoring arrangements (in line with NRU standard) for SSP Action Plans	Submit quarterly returns <b>July / Oct / 05 Jan / April / 06</b>		PMF in place and operational. Quarterly returns to GONW prepared and agreed by LSP. Annual LSP review completed by GONW with Partnership rated Amber/Green
PPO 12/ SA 5	Review and update SSP Action Plans annually	Prepare SSP reports <b>June 2005</b> Produce updated Planned <b>Feb 06</b>		Action plans in place and provide framework for 2005/06 NRF programme. Baseline reports provide foundation for the future and are complete. Action Plans for 2006/07 agreed by LSP and Exec. Board Feb 2006.
PPO 14 / SA 7	Reposition the Halton brand based on the physical renewal of the Borough; the growing contribution to the region and the continuously improving services delivered to the community.	Implement marketing Strategy and action plan <b>March 2006</b>		Plan required some revision as a result of staffing issues but all agreed actions have been completed.

**APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES (Policy and Performance)**





Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PPO 15 / SA 7	Enhance quality of internal communications	Implement actions highlighted in action plan (resulting from staff surveys) <b>March 2006</b>  Launch improved intranet site <b>April 2006</b>	  	Frozen Internal Communications post meant that all actions highlighted could not be achieved. Where this is the case such actions will be delivered during the course of 2006 –07.  The testing of the infrastructure reported in Quarter 3 has now been completed. As a result of this testing a number of technical issues have come to light that are currently being addressed. It is expected that this objective will now be completed during summer 2006.
PPO 16 / SA 5	Further analysis of 2001 Census data and updated ward/forum area statistics published	Journey to Wk <b>June 2005</b>  Migration <b>October 2005</b>		Work not completed as originally planned due to staff vacancy within the Division and high priority given to unplanned work in relation to neighbourhood management issues.
PPO 17 / SA 5	Complete Halton 2000 annual programme of consultation	<b>March 2005</b>		Work was completed as scheduled.
PPO 19 / SA 9	Approval of annual twinning programme	<b>April 2005</b>		Objective achieved as scheduled.
PPO 20 / SA 5	Review and Update Strategic Risk Management Assessments.	Review and update complete <b>Sept 2005</b>		Objective completed as planned with Risk Management Assessments being published on the intranet in Sept 05.
PPO 21 / SA 8	Review and Update COMAH off-site planning arrangements	Updated Plan complete <b>March 2006</b>		Objective achieved as planned.

**APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES (Policy and Performance)**

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PPO 23 / SA 8	Review Council's preparedness in relation to major and serious incidents	Update and re-issue HBC major Emergency Plan <b>July 2006</b>  Advise directorates on production of Directorate Emergency Plans and provide training session. <b>Sept 2005</b>		Objective achieved with both key milestone dates being met.
PPO 25 / SA 4	Provide health and Safety Training	Delivery as per Corporate Training Plan		Because of difficulties in recruiting to the vacant Health & Safety Officer post it has not been possible to deliver the full programme. Priority has been given to training in high-risk areas and a catch-up programme has been agreed.
PPO 26 / SA 8	Manage the Council's Risk Management Capital Programme	Capital Programme agreed by Mangm't Team <b>May 2005</b>  Programme completed <b>March 2006</b>		Capital Programme delivered on target and within budget.  In addition the Division managed the Children's and Young Peoples Capital Programme on their behalf.


**APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES (Policy and Performance)**


## Key Performance Indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
BVPI 2(a)	The level of the Equality Standard for Local Government to which the Authority conforms	Level 1	Level 2	Level 2		Progress has been made and target has been achieved. We will continue to move things forward during the course of the coming year.
BVPI 2(b)	The duty to report Race Equality (Does the authority have a race equality scheme in place (%)?)*	53 %	58 %	58 %		Refer comment above.
PPLI 3 / SA 2	Proportion of Objective 2 Action Plan outputs achieved	37 %	60 %	45%		Information on outputs is collected quarterly in arrears. Whilst the figure of 45% reflects the position at quarter 3 it is considered unlikely that the 60% target will be achieved. This is mainly due to delays in securing NWDA match funding. Recovery plans are now in place.
PPLI 10 / SA 6	Proportion of BVPI targets achieved (CPA-Achievement)	54.8 %	57 %	N/a	Refer Comment	The performance against this target will not be known until June 2006 when outturn figures become available.
PPLI 14 / SA 5	Percentage of Corp Plan targets achieved or on track to be achieved	-	85 %	89%		Annual target has been exceeded with 89 % of targets being acheived
PPLI 21 / SA 5	Overall satisfaction with communications with the Council	73 % (03/4)	82 %	N/a	Refer Comment	Full residents survey planned for Autumn 2006

**Progress against 'other' Performance Indicators**

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
BVPI 3	The percentage of citizens satisfied with the overall service provided by their Authority	55 % 03/04	N/a	N/a	Refer comment	This PI is measured by way of a tri- ennial survey which is next due for completion in Autumn 2006.
BVPI 4	The percentage of those making complaints satisfied with the handling of those complaints	33 % 03/04	N/a	N/a	Refer comment	Refer comment above
PPLI 1 / SA 2	Proportion (%) of Objective 2 Action Plan ERDF committed.	62 %	75 %	76%		Over £1m of projects have been approved in this quarter and the annual target has been slightly exceeded.
PPLI 2 / SA 2	Proportion of Objective 2 Action Plan ERDF spent	37 %	60 %	45%		Information on outputs is collected quarterly in arrears. This figure reflects the position at quarter 3. Spend levels remain low but should be bolstered by recent approvals.
PPLI 4 / SA 2	Number of successful funding bids submitted (excluding Objective 2 & 3)	1	4	4		The target has been exceeded
PPLI 5 / SA 9	Twinning Grants: No. of new organisations supported	4	4	2		The annual target relates to <u>new</u> groups supported. Although demand from existing groups has remained static, and the budget allocated, only a small number of new groups have come forward..
	No. Of visitors to the borough	100	100	50		Most visitors to the Borough were from Tongling and tended to comprise smaller groups of people.
	No. of Participants from borough's IMD most deprived 10% wards	20	40	40		We continue to support participants from the most deprived wards and target has been achieved.

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
PPLI 6 / SA 2	Value of successful bids supported	167 K	180 K	£48,000 in Q4		The cumulative total for the year £467,500
PPLI 7 / SA 3	% of PPB work programme targets completed within period	N/a	N/a	N/a	Refer Comment	As reported previously baselines are being established during the course of this year.
PPLI 8 / SA 3	Number of recommendations proposed by PPB and adopted by Executive Board	N/a	N/a	N/a	Refer Comment	As reported previously baselines are being established during the course of this year.
PPLI 9 / SA 6	Proportion of BVPI's consolidating performance or targeting to improve (CPA-Ambition)	85%	80%	N/a	Refer comment	The performance against this target will not be known until May/June 2006 when the BVPP and departmental service plans have been finalised.




Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
PPLI 11 / SA 7	Proportion of corporate complaints processed on time: Stage 1	62.2 %	97%	74%		<p>There were a total of 51 corporate complaints received between 1-April 2005 and 31 March 2006. The departmental breakdown is as follows:</p> <ul style="list-style-type: none"> <li>- 18 Housing complaints</li> <li>- 1 Cemetery complaint</li> <li>- 1 Community Safety</li> <li>- 8 Planning complaints</li> <li>- 4 Landscape complaints</li> <li>- 3 Refuse complaints</li> <li>- 2 Highways complaint</li> <li>- 2 Regeneration complaint</li> <li>- 1 Catering complaint</li> <li>- 1 Environmental Health</li> <li>- 2 Legal Services complaint</li> <li>- 5 Property Services complaints</li> <li>- 2 Exchequer complaint</li> <li>- 1 Children's Services complaint</li> </ul> <p>Of the 49 complaints dealt with at stage 1, 36 (74%) received a response within the 14-day deadline and therefore were dealt with on time. Although the 97% target was not met, there was an improvement on the 2004/05 figure of 62%.</p> <p>On average the time for a stage 1 response was 10.4 days with the response times ranging from 1 day to 36 days</p>

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
	Proportion of Corporate Complaints processed on time:					
	Stage 2	N/A	100%	100 %		1 Landscape complaint was resolved at stage 2 and received a prompt response within the 28-day deadline.  1 Planning complaint went to stage 2 and received a response within the 28-day deadline. However, it was still unresolved at the year end and has now proceeded to stage 3 (Members Appeal Panel)
	Stage 3	N/A	100%	N/A	N/A	Not applicable
PPLI 12 / SA 7	Proportion of corporate complaints resolved at:					
	(a) Stage 1	100 %	95%	96%		Of the 51 complaints received between 1April 2005 and 31 March 2006, 49 (or 96% of them) were resolved at stage 1.
	(b) Stage 2	0 %	3%	2%		Of the 2 complaints that reached stage 2, 1 complaint (or 2%) was resolved which meant the annual target of 3% was achieved.
	(c) Stage 3	0 %	2%	2%		The complaint that proceeded to stage 3 meant that 2% would be determined at the final stage with an Appeal Panel scheduled for 25 <sup>th</sup> April 2006. The performance of 2% equalled the target set for the year.
						<u>Overview</u> The 51 complaints received in 2005/06 were 23 less (-31%) than the number received in 2004/05. This was largely due to the fall in the number Housing complaints received as a result of completion of the stock transfer at the end of 2005.





Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
PPLI 13 / SA 2	Percentage of available NRF Grant Spent	100 %	100 %	100%		Spend/performance targets on track and reflected in monitoring return to GONW. NRF accounts for 05/06 closed down with 100% spend
PPLI 15 / SA 5	(a) Number of on-message press releases per annum (b) Of which number targeted at regional and national/trade press (targets to be reviewed after baseline established in 2005/06)	<b>N/A</b>	500 50	477 40		Although both targets were missed this was only by a small margin and 'performance' can be influenced by other news stories and events that may occur. Staff turnover and ensuing vacancies also had an adverse affect.
PPLI 16 / SA 5	Press release take-up locally	<b>N/A</b>	75 %	66.67		Again this indicator can be influenced by the availability of stories that considered more 'newsworthy, by the local press. Additionally some take up may not have been recorded correctly during the initial period of staff becoming familiar with the new software system.
PPLI 17 / SA 5	Proportion of press releases reflecting priority themes (%) (Target to be reviewed in light of 2005/06 baseline)	<b>N/A</b>	50 %	100 %		All press releases have been reflective of priority themes.
PPLI 18 / SA 5	Number of reactive statements issued each year in response to press enquiries (no target set as this is a demand led service)	<b>N/A</b>	<b>N/A</b>	130	Refer comment	This is a reactive process and as such no target has been set.
PPLI 19 / SA 5	Satisfaction with internal communications	<b>71 %</b>	70 %	N/a	Refer comment	Survey to be carried out in Autumn 2006
PPLI 20 / SA 5	Adherence to Corporate Identity	<b>N/A</b>	New Indicator 05/06	N/a	Refer comment	This has proved a difficult indicator to monitor as not all materials being produced are being passed to the department for assurance

**APPENDIX FOUR– PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Policy and Performance)**

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
PPLI 22 / SA 2	Percentage of Capital Programme allocated and spent	100 %	100 %	100 %		Capital Programme allocated and spent as planned.
PPLI 23	% Of invoices paid within 30 days	85 %	93 %	90 %		Annual Target has been marginally missed. Work will now be undertaken in examining the process for payment of invoices in order to identify improvement during the coming year.
PPLI 24	Proportion of working days lost due to sickness	2. 83 %	2. 80 %	2. 85 %		Again target has been missed by a small margin and efforts will continue to keep sickness absence to a minimum..

**Explanation of the use of traffic light symbols**

	<u><b>Objective</b></u>	<u><b>Performance Indicator</b></u>
<u><b>Green</b></u>	 <p>Indicates that the <u>objective has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 04/05 target <u>has been achieved</u> or exceeded
<u><b>Red</b></u>	 <p>Indicates that that the <u>objective has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 04/05 target <u>has not been achieved.</u>

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## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Corporate and Policy Services  
**SERVICE:** Property Services  
**PERIOD:** Quarter 4 to year-end 31 March 2006

### 1.0 INTRODUCTION

This monitoring report covers the Property Services Department fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

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

### 2.0 KEY DEVELOPMENTS

In the face of a number of staffing constraints during the past year the department has continued to provide support to front line services in order to ensure that their accommodation requirements have been addressed.

The Asset Management process continues to be used successfully in order to ensure the Council's property portfolio is maintained to best effect.

Whilst there have been some significant staffing issues within the department during the course of the year the majority of these have now been resolved. Although there may be some residual effects as we move into the new financial year, steps are being taken to ensure these are minimised as far as possible.


As reported previously the costs of dealing with unauthorised encampments during the year have not been insignificant and have exceeded £100,000p.

**3.0 EMERGING ISSUES**

The department is supporting the Children and Young People’s Directorate in ‘developing schools for the future’ and to date have obtained accurate plans for all schools.

Support is also being given to the Environment Directorate in preparatory work for the Second Mersey Crossing by way of identifying land take and exploring the beneficial advance purchases affected by the line of the bridge.

**4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES**

<b>Total</b>	<b>2</b>		<b>2</b>		<b>0</b>		<b>0</b>
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Both key objectives for the service that can be traffic lighted were achieved as planned. Additional details concerning all three key objectives are provided in Appendix 1.

**4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES**

<b>Total</b>	<b>4</b>		<b>4</b>		<b>0</b>		<b>0</b>
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Of the remaining objectives for the service all were achieved as planned and additional details are provided within Appendix 2.

**5.0 SERVICE REVIEW**

During the course of the year the department’s care taking function was the subject of review. This review resulted in the successful implementation of a number of beneficial changes to working arrangements and practices.

**6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**

<b>Total</b>	<b>2</b>		<b>2</b>		<b>0</b>		<b>0</b>
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Both key performance indicators for the service have achieved target and additional details are provided within Appendix 3.

**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**



<b>Total</b>	<b>6</b>		<b>0</b>		<b>0</b>		<b>6</b>
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Although none of the remaining indicators for the service have achieved target the significant proportion are missed only by a margin and performance has improved upon the previous year. Additionally for two of these indicators performance, which is above the national average, has been achieved.

**7.0 APPENDICES**





Appendix 1 - Progress against Key Objectives/ Milestones  
 Appendix 2 - Progress against Other Objectives/ Milestones  
 Appendix 3 - Progress against Key Performance Indicators  
 Appendix 4 - Progress against Other Performance Indicators  
 Appendix 5 - Use of traffic light symbols

## Progress against 'key' objectives



Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PYSO 1	Fulfil requirements of asbestos Audits and Management Regulations	Review Management Strategy <b>October 2005</b>		Strategy review completed as planned and work is now ongoing concerning appropriate delivery mechanisms.
PYSO 2	DDA Works Corporate (Non Schools) subject to funding	Complete 50% of Priority 2 works	Refer Comment	All works were completed where funding was available although unfortunately this did not extend to meeting 50% of the priority 2 works.
PYSO 4	Review of Property Condition Surveys	Undertake 60 surveys		As reported previously all property condition surveys were completed as planned.








**Progress against 'other' objectives**


Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4 year-end	Commentary
PYSO 3	Maintenance Works to prevent deterioration of the building fabric subject to funding	Undertake £1.60m maintenance work		Completed albeit some funds were redirected to accommodation works
PYSO 5	Energy Management	Subject to funding implement energy saving programme		An energy saving programme has now been developed and will be implemented as funding permits
PYSO 6	Review Value Of Property Assets	Annual Review of Value		The annual review has been completed as planned.
PYSO 7	Review of Property Assets for potential disposal	Annual review to produce disposal programme		Annual Review has been completed and disposals target achieved.

### Progress against Key Performance Indicators



Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
156	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	35 %	40 %	50 %		Target has been achieved for this indicator. Future works will be undertaken to improve disabled access on a priority basis during the coming year.
PYSLI 9	The percentage of undisputed invoices paid in 30 days %	100 %	100 %	100%		The annual target has been achieved.

## Progress against 'other' performance indicators

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
PYSLI 1	Rate of return on Industrial Portfolio %	12.35	13.2	13.0		The target has been missed by only 0.2% although performance has improved over 2004 / 05 with bankruptcies leading to a loss of planned income.
PYSLI 2	Rate of return on Retail Portfolio %	11.4	11.5	N/A	Refer to comment	Indicator deleted with the transfer of shops to HHT
PYSLI 3	Time performance on projects over £50k (Contract Let to Practical Completion) (within 5% of the allotted time) %	63	87.5	71		Although the target was missed efforts have resulted in a significant improvement on performance over 2004 / 05. Additionally it is significant that performance is above the national average of 57 % and also that the indicator is affected by external factors such as client changes, over which the department has no control.
PYSLI 4	Cost Performance on projects over £50k (Contract Let to Practical Completion) (within 5% of the allotted cost) %	86	87.5	86		Again although the target was missed by 1.5% actual performance has been sustained and is significantly above the national average of 65 %.
PYSLI 5	Occupancy of Industrial Units %	76	84	81		Affected by same factors as rate of return as described in PYSLI 1 above.
PYSLI 6	Occupancy of Retail Units %	100	92	N/A	Refer to comment	Indicator deleted with transfer of shops to HHT
PYSLI 7	Occupancy of Market (Widnes) %	90	91	89		Whilst the indoor market is in excess of 95% overall performance was hampered by the low level of occupancy of the outdoor market.

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4 year-end	Progress	Commentary
PYSLI 8	Occupancy of Market (Runcorn) %	90	90	70		Occupancy levels were being maintained up to December but then fell sharply, giving an annual occupancy figure of 70 %. Work is now being undertaken to develop incentives for traders and lift occupancy to previous levels.

**Explanation of the use of Traffic Light Symbols**

	<u><b>Objective</b></u>	<u><b>Performance Indicator</b></u>
<u><b>Green</b></u>	 <p>Indicates that the <u>objective</u> <u>has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has been achieved</u> or exceeded
<u><b>Red</b></u>	 <p>Indicates that that the <u>objective</u> <u>has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has not been achieved</u> .

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## QUARTERLY MONITORING REPORT

**DIRECTORATE:** Environment  
**SERVICE:** Stadium & Hospitality Services  
**PERIOD:** Quarter 4 2005/06

### 1.0 INTRODUCTION

This monitoring report covers the Stadium & Hospitality Services Department fourth quarter period up to 31 March 2006. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment.

The way in which traffic lights symbols have been used to reflect progress to date is explained within Appendix 4

### 2.0 KEY DEVELOPMENTS

#### **SCHOOL MEALS**

##### **Winter Menus**

The Winter menu has been distributed to all Primary and Special schools to inform parents of the daily menu served in all Halton schools, the response has been fairly positive with meal numbers increasing slightly.

We have been working for some time to increase the quality of the food served. The increased central government funding to school meals has enabled us to push this agenda at a far greater pace.

Only four schools have retained the funding and they are being advised to spend all the money on improved nutritional ingredients so that all schools within the Borough have the same high nutritional standard.

The nutritional quality of the winter menu has been improved by purchasing -

Improved quality Roast Beef, Pork and Ham,  
Welsh Farm Sausage with a 70% pork content  
Improved quality of diced chicken breast

Fish fingers with a minimum of 50% white fish content with omega 3 added.

Increasing the frequency of salad and fresh fruit

Including homemade vegetable soup and French bread on to the menu

Decreasing the amounts of processed food on the menu.

The introduction of fresh soup has proved very popular; by reducing the portion size of the sweet we have been able on a number of occasions to introduce a three-course lunch at little expense.

Work is now well underway to introduce Spring/Summer menus shortly after the Whit break.

### **Halton Lodge Primary**

The new school opened after October half term. There is now an excellent catering facility at the school.

The numbers of children having school meals increased significantly since the opening and the numbers have been maintained.

There is clear evidence that when a school fully supports the “healthy eating” initiatives then meal numbers do not decrease and in many cases can and do increase.

This is not however always the case in Secondary schools.

### **Training Initiatives**

To continue the excellent foundations of the training initiatives in place a number of further training courses are planned: -

Basic Food Hygiene training courses to be held on Saturdays at the Halton stadium.

#### **NVQ Catering Training**

18 staff are currently attending Halton College and are working towards NVQ level 2

A number of staff are requesting NVQ Level 1 and those staff that have completed NVQ 2 are requesting further training.

A formal awards ceremony is to be held on May 2<sup>nd</sup> for Catering and Cleaning staff.

To date over 300 Catering and Cleaning staff have achieved NVQ at Levels 1 – 3 with 7 staff going on to complete an HNC in Catering.



## **CIVIC CATERING**

### **Civic Events**

The recent high –profile Civic Heads visit was very well received by the visiting Civic Dignitaries, many commented on the quality of food, wine and service they receive during their visits to Halton.

These events help to raise the profile of the Borough to visiting Civic Dignitaries.

### **Staff Restaurants**

Following a number of reports and further examination during the Base Budget Review it was decided that the hot meal provision should be removed from Lowerhouse Lane and Runcorn Town Hall.

Following a number of meetings with the Trade Unions, Personnel and the Civic Catering Staff the six “At Risk” staff have all been offered alternative employment, only one member of staff remains “At Risk” due to sickness.

### **Victoria Park Coffee Shop & Kiosk**

Due to the redevelopment of Victoria Park an exciting opportunity has arisen for the Council Catering Team to operate, for an initial 18-month period, an Ice Cream Kiosk and Coffee Shop in Victoria Park.

It is proposed that we run the Coffee Shop as a branded “Starbucks” Coffee Shop, this will raise the profile and also ensure external training and marketing support from one of the brand leaders.

## **THE STADIUM**

### **Marketing Strategy**

A three-year Marketing Strategy is to be presented to Senior Management Team and the Executive Board within the next month. This document will be an overview document that will help guide the future initiatives and also aid in objective setting for future Business Plans.

### **Premier Reserve Football**

Negotiations are progressing positively with a Premier League side in an attempt to bring Premier League Reserve football back to the Stadium for the 2006 – 2007 season. They have visited the Stadium on a number of occasions.

If this is successful it may generate further interest for the 2006/7 season.

### **Widnes Vikings**

The relegation of Widnes Vikings from the Super League has had a detrimental effect on the trading position of the Stadium; the actual impact is presently being assessed.

There will be opportunities to reduce expenditure, which will help to lessen the effect.

### **Sponsorship**

We have still not received any formal offer of sponsorship either for the whole Stadium or for part of the Stadium; this lack of sponsorship will have a detrimental effect on the trading statement.

The Marketing Strategy recommends that a temporary position for a Marketing Manager be advertised and an appointment made as soon as is practicable possible.

### **Energy Costs**

Due to the excessive increase in energy costs the Stadium budget for energy will be overspent at year-end. Management at the Stadium are working closely with Property Services to find cost-effective energy saving schemes.

### **Healthier Stadia Award**

Heart of Mersey has recently awarded the Halton Stadium a plaque to commemorate achieving set standards.

The standards are set for the promotion of healthy eating and healthier lifestyles to users of the Stadium.

Robin Ireland, Chief Executive, Heart of the Mersey said "The project is a great opportunity to improve the health of supporters, staff and the wider communities that live around Stadia, projects like this are key to the future of Greater Merseyside's health".

### 3.0 EMERGING ISSUES

#### **The Heath School Healthier Eating Initiative**

The Heath School menu has changed significantly since the start of September.

Chips are only available two days per week, there are only two processed food items available daily, the other choices are all homemade.

The children are having free vegetables/ salad with their main course and drinks sales are restricted to water, flavoured water, milk and pure fruit juice.

The lunch income from Sept2004-Dec 2004 was £31,060.85 this year for the same period the income was £24,795.41 a significant decrease of £6,265.44

The children who bring packed lunches are eating them in the dining room along side the children having school meals, many of the packed lunches include coke, crisps, chocolate etc.

If, as proposed, this initiative forms part of the new guidelines for September, coupled with the removal of carbonated drinks and confectionary, the income, and therefore profitability, of the Secondary sector will be adversely effected.

The content of packed lunches remain an area for concern, neither we, as the service provider, or schools can directly affect the content of the "home-brought" pack lunches.




#### **E-Purchasing**

The trial for purchasing cards has been extended to all our High schools.

Following a full evaluation they will then be introduced to the Primary schools.


The purchase cards are currently just being used for Brakes who are the Councils main food supplier.

**4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES**

<b>Total</b>	<b>0</b>		<b>0</b>		<b>N/a</b>		<b>0</b>
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There are no Key Objectives/Milestones.

**4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES**

<b>Total</b>	<b>3</b>		<b>3</b>		<b>N/a</b>		<b>0</b>
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(Appendix 1)

**5.0 SERVICE REVIEW**

Nothing further since last report

**6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS**

<b>Total</b>	<b>4</b>		<b>1</b>		<b>N/a</b>		<b>3</b>
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(Appendix 2)

**6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS**




<b>Total</b>	<b>4</b>		<b>3</b>		<b>N/a</b>		<b>1</b>
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(Appendix 3)

**7.0 APPENDICES**

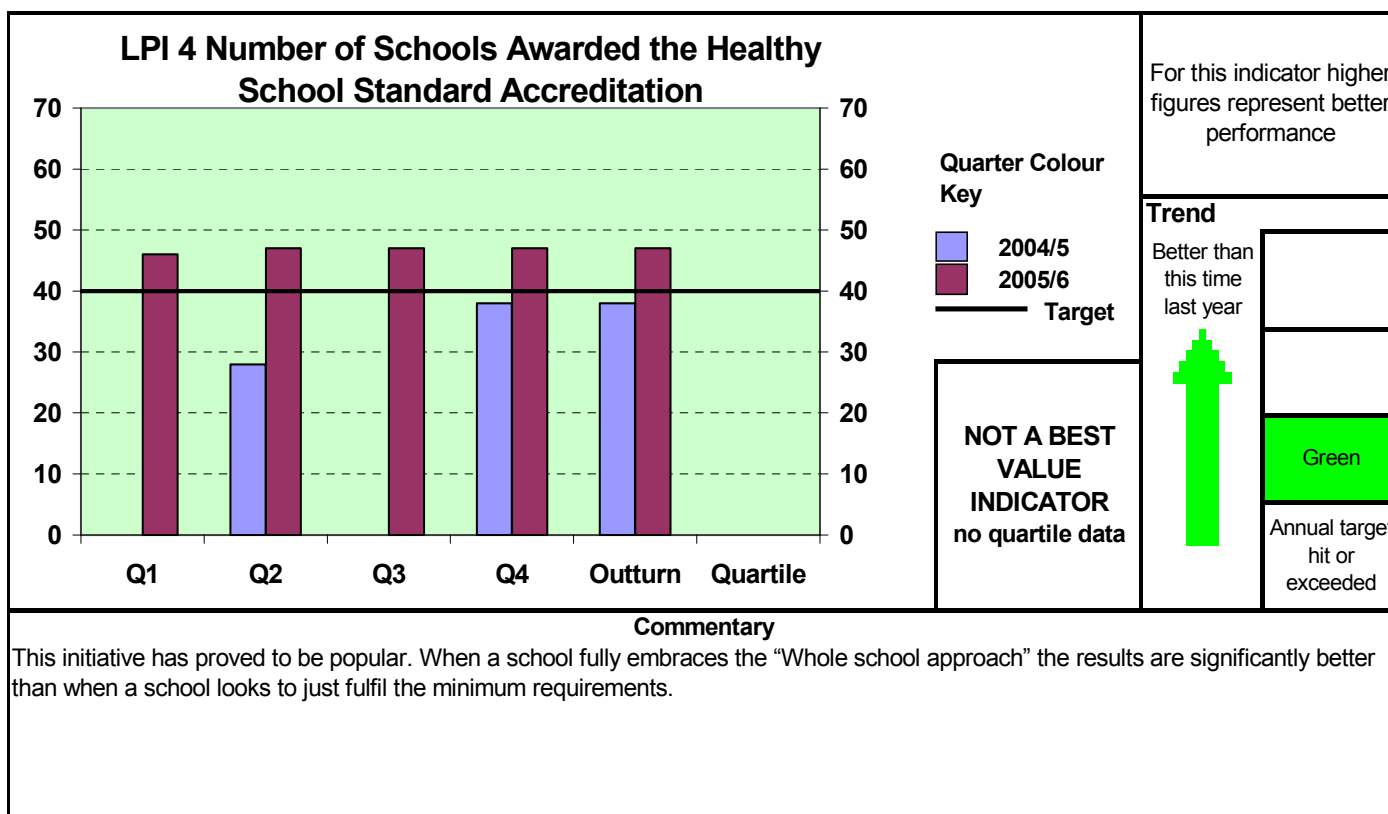
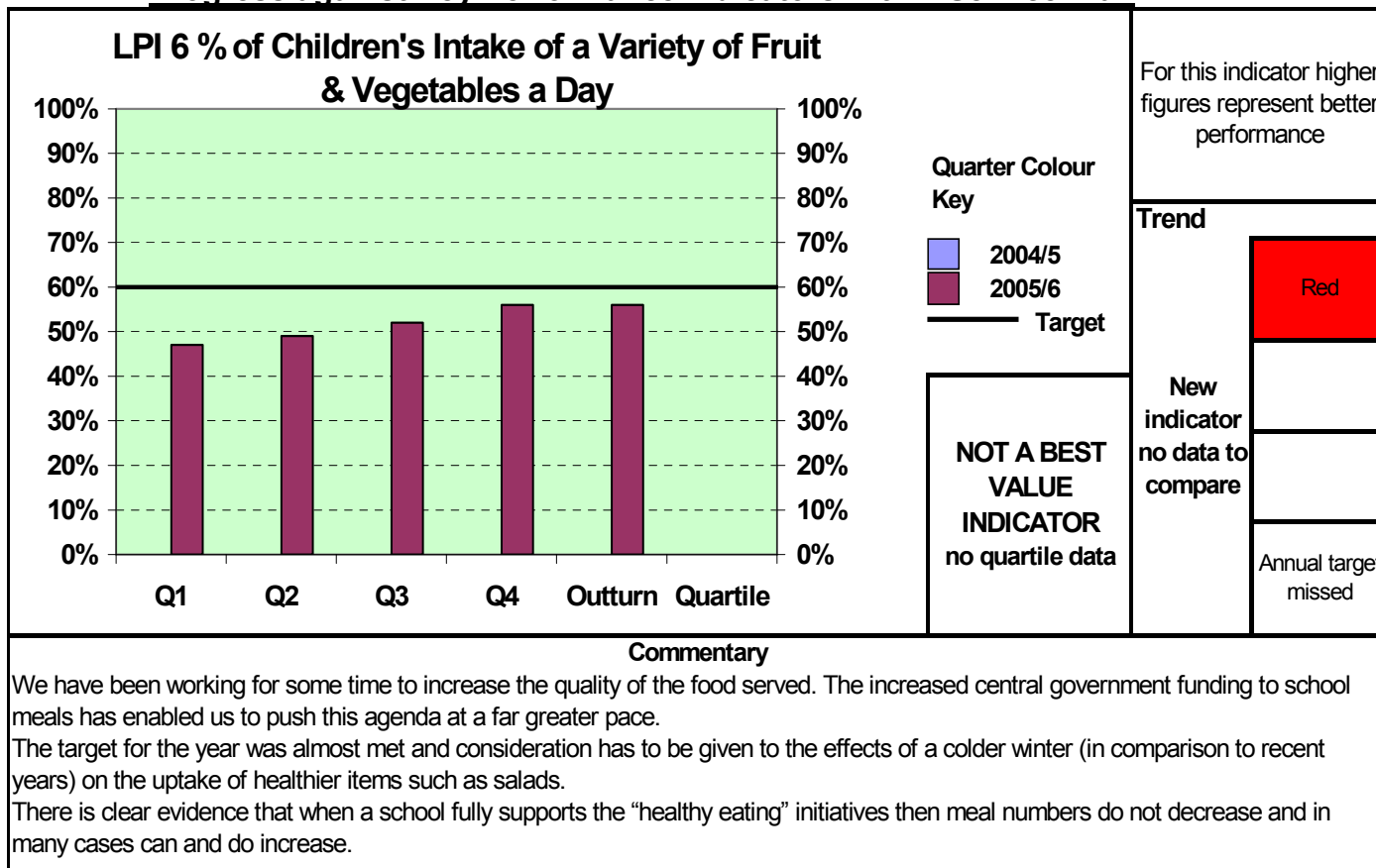
Appendix 1 - Progress against Other Objectives/Milestones  
 Appendix 2 - Progress against Key Performance Indicators  
 Appendix 3 - Progress against Other Performance Indicators  
 Appendix 4 - Explanation of Traffic Lights

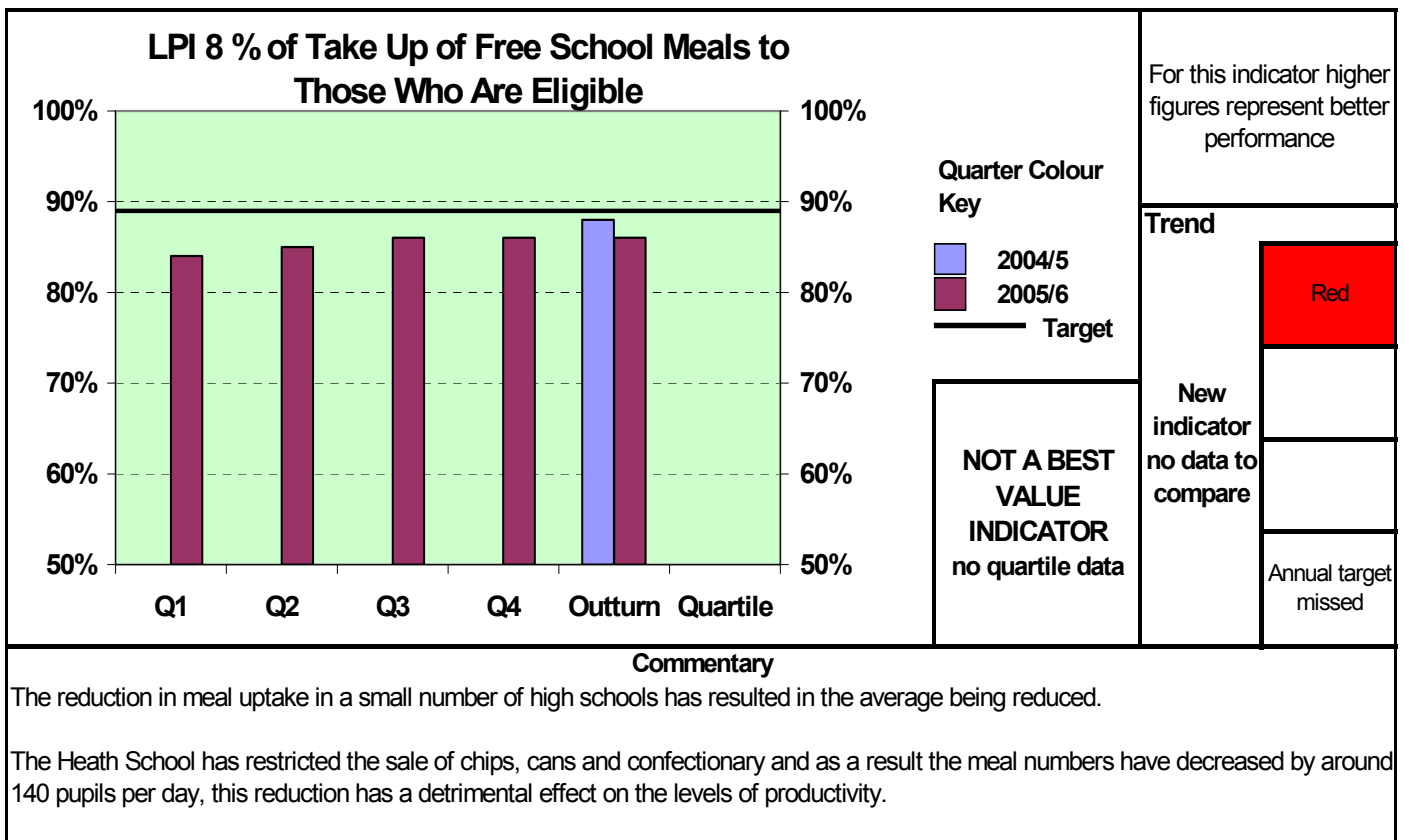
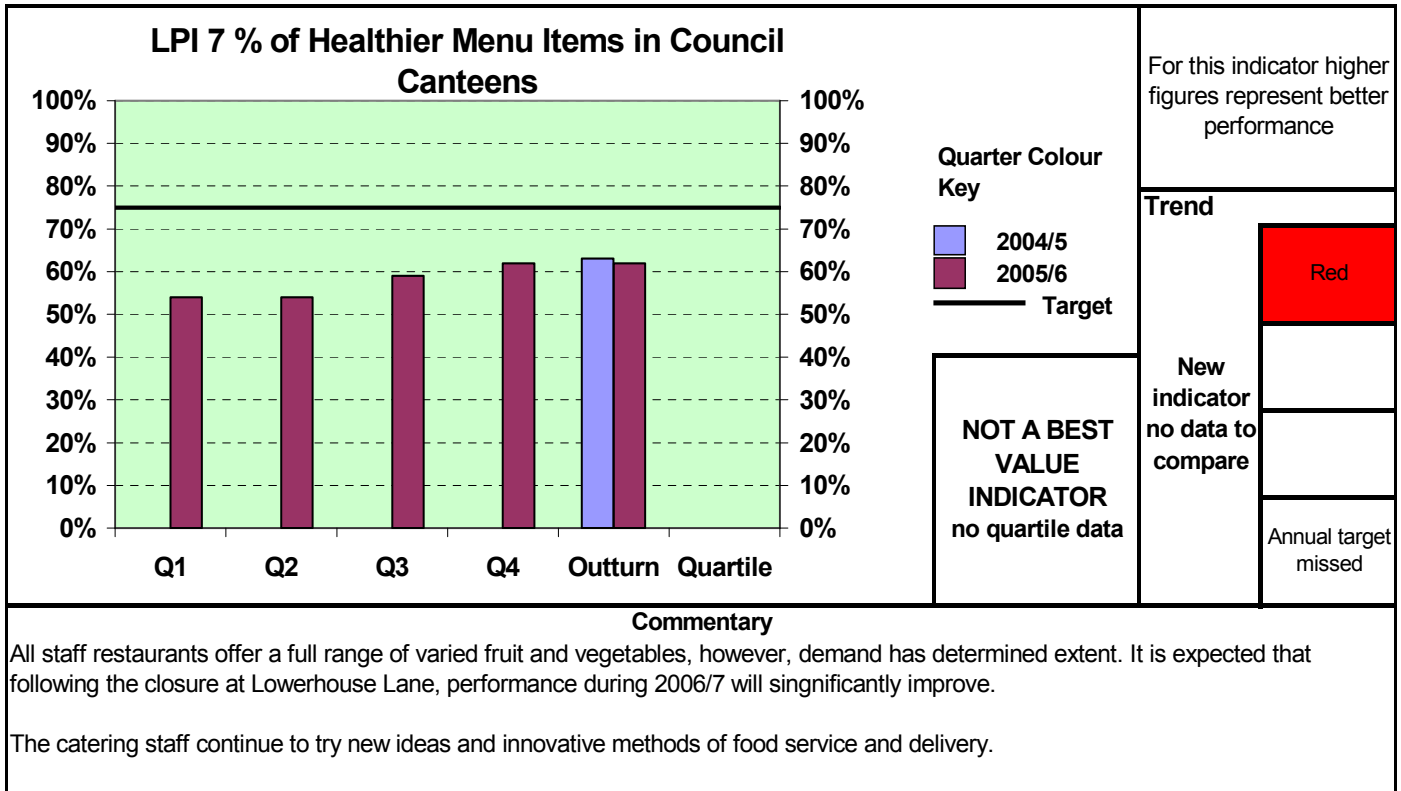
**APPENDIX 1****Progress against other Objectives within Service Plan**

<b>Service Plan Ref.</b>	<b>Objective</b>	<b>Key Milestone</b>	<b>Progress</b>	<b>Commentary</b>
1	Minimum nutritional guidelines – regular monitoring	All schools (67) compliant with Govt guidelines		All schools compliant. New guidelines expected soon, our present menus already exceed anticipated guidelines in most areas.
2	Promote initiatives which will increase the uptake of free school meals	Offer schools opportunities for “bespoke” schemes for free school meals		Positive feedback from schools with reference to registering for entitlement at school. A meeting has also taken place to look at options for including free school meal registration with other benefit applications.
3	Improve the availability of a variety of fresh fruit and vegetables in Council buildings, raising employees’ daily consumption at work by 2 portions a day by 2006 and 3 portions a day by 2010	Offer a daily choice of at least 3 different types of fresh fruit and at least two vegetable options		All staff restaurants offer a full range of varied fruit and vegetables.

**APPENDIX 2**

**Progress against Key Performance Indicators within Service Plan**







**Progress against other Performance Indicators within Service Plan**

Ref	Indicator	Actual 04 / 05	Target 05 / 06	Quarter 4	Progress	Commentary
LPI 1	No. of schools complying with National Nutritional Guidelines	All schools 66	66	66		All schools compliant
LPI 2	i) No. of healthy food initiatives ii) Schools	5 55	5 60	5 60		Excellent progress being made on a number of healthy food initiatives
LPI 3	No. Of Catering & cleaning staff achieving a formal qualification	167 Level 1 46 Level 2 34 D32 7 NHC	170 Level 1 48 Level 2 38 D32 7 NHC	182 Level 1 49 Level 2 38 D32 7 HNC		The training in this area is continuing to up-skill the workforce beyond National levels.
LPI 5	Number of meals served versus hourly input of labour.	11.01	11.25	10.82 (primary) 10.12 (Secondary)		The reduction in meal uptake in a small number of high schools has resulted in the average being reduced. Performance should also be considered in the light of adverse TV publicity experienced earlier in the year that led to a period of reduced demand.



**APPENDIX 4****Application of Traffic Light Symbols**

	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b><u>Green</u></b>	 <p>Indicates that the <u>objective</u> <u>has been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 target <u>has been achieved</u> or exceeded
<b><u>Red</u></b>	 <p>Indicates that that the <u>objective</u> <u>has not been achieved</u> within the appropriate timeframe.</p>	Indicates that the annual 05/06 targets <u>have not been achieved.</u>

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