HALTON
BOROUGH COUNCIL

Corporate Services Policy and Performance Board

Tuesday, 6 November 2007 6.30 p.m.
Civic Suite, Town Hall, Runcorn

David W R

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chairman)	**Labour**
Councillor Alan Lowe (Vice-Chairman)	**Labour**
Councillor John Bradshaw	**Conservative**
Councillor Bob Bryant	**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 for further information.
The next meeting of the Board is on Tuesday, 8 January 2008

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

Part I

In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Corporate Policy & Performance Board

DATE: 6th November 2007

REPORTING OFFICER: Strategic Director, Corporate and Policy

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To consider any questions submitted by the Public in accordance with Standing Order 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 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 **Children and Young People in Halton**

None

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

None

6.3 **A Healthy Halton**

None

6.4 **A Safer Halton**

None

6.5 **Halton's Urban Renewal**

None

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

REPORT TO:	Corporate Policy and Performance Board
DATE:	6th November 2007
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.

6TH SEPT 07 – EXEC BOARD

CORPORATE SERVICES PORTFOLIO

EXB 29   REVIEW OF AREA FORUMS

The Board considered a report of the Strategic Director – Corporate and Policy detailing the recommendations of the Corporate Services Policy and Performance Board for improving the operation of Area Forums.

It was noted that the review had involved surveys, focus groups, interviews and visits to other local authorities. It had looked at how Forums had evolved in Halton, and had identified recommendations for further improvements. The report of the review was outlined at Appendix 1 of the report and the recommendations were set out in Section 5.

The Board considered the following issues:

- attendance at meetings;
- hard to reach groups;
- the cost associated with extra meetings;
- whether extra meetings would have a positive impact on attendance;
- the need to retain flexibility within Area Forums, so that they could tailor their style to meet local need; and
- the need to continue to access the views of hard-to-reach groups via a variety of methods already in place and to feed this information into the process, for example via neighbourhood management.

RESOLVED: That

(1)   option 3 – to retain the current forum arrangements, but to develop their role to increase participation by residents and partners - be supported;

(2)   each Area Forum retain flexibility in terms of the style and nature of their meetings;

(3)   the involvement of the Youth Forums in meetings be welcomed; and

(4)   the Strategic Director – Corporate and Policy prepare an action plan for the implementation of the Board's decision in the 2008/9 Municipal Year and regular progress reports be made to the Corporate Services

Strategic Director - Corporate and Policy

Policy and Performance Board.

EXB32. SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

(1) whether Members of the press and public should be excluded from the meeting of the Board during consideration of the following item of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and

(2) whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following item of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it is likely that, in view of the nature of the business, exempt information will be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

CORPORATE SERVICES PORTFOLIO

EXB33 WIDNES VIKINGS RLFC

The Board considered a report of the Strategic Director – Corporate and Policy outlining the actions taken by the Leader and Chief Executive, in accordance with Article 17.01 (c) of the Council's Constitution, in relation to the Widnes Vikings Rugby League Football Club.

RESOLVED: That the actions of the Leader and Chief Executive be noted.

**20TH SEPT 07 – EXECUTIVE BOARD
CORPORATE SERVICES PORTFOLIO**

EXB 37   ANNUAL GOVERNANCE REPORT

The Board considered a report of the Audit Commission on the 2006/07 financial statements. The Audit Commission was required to report to those charged with governance summarising the conclusions from their 2006/07 audit work, before they could give their audit opinion on the Council's financial statements. In addition, the Audit Commission was also required to report upon their work in respect of the Council's arrangements for securing value for money in its use of resources.

Mr J. Farmer and Mrs C. Williams of the Audit Commission addressed the Board to set out the key messages and the two recommendations which were outlined in the report. The overall conclusion of the report meant that the Council had secured an unqualified audit opinion.

The Board expressed its thanks to the Accountancy Department for their efforts in securing an excellent result.

RESOLVED: That the report of the Audit Commission be received.

EXB 38   LICENSING ACT 2003 STATEMENT OF LICENSING POLICY

The Board considered a report of the Council Solicitor requesting the authorisation of a consultation to review the Council's statement of licensing policy.

On 15th December 2004 the Council adopted a statement of licensing policy in compliance with its obligations under section 5 Licensing Act 2003. The licensing statement lasts for a three year period and must be re-adopted by the Council for successive three year periods. A licensing statement cannot be re-adopted before the completion of a consultation exercise.

It was noted that following completion of the consultation exercise any comments and recommendations received would be reported back to the Board for consideration.

RESOLVED: That a consultation exercise be undertaken in respect of the Council's statement of licensing

Council Solicitor

policy in accordance with section 5(3) Licensing Act 2003.

6TH SEPT 07 EXECUTIVE BOARD SUB CTTEE

CORPORATE SERVICES PORTFOLIO

ES23   TREASURY MANAGEMENT 2006/7

The Sub-Committee considered a report which reviewed activities on Treasury Management for the year 2006/07.

The Annual Report covered:-

- the Council's current Treasury position;
- performance measurement;
- the borrowing strategy for 2006/07;
- the borrowing outturn for 2006/07;
- compliance with Treasury limits;
- investments Strategy for 2006/07;
- investments outturn for 2006/07;
- debt rescheduling;
- other issues.

It was noted that during the year the Council had complied with the Treasury limits set out in the Council's Treasure Policy Statement and Treasure Strategy Statement.

RESOLVED: That the report be noted.

N.B COUNCILLOR NELSON DECLARED A PERSONAL AND PREJUDICIAL INTEREST AND LEFT THE ROOM DURING CONSIDERATION OF THE ITEM BELOW AS A FAMILY MEMBER IS A BOARD MEMBER OF HALTON HORNETS ARLFC

ES24   DISCRETIONARY NON-DOMESTIC RATE RELIEF

Under the provisions of Section 47 of the Local Government Finance Act 1988, the Authority was allowed to grant Discretionary Rate Relief to organisations who were either a charity or a non-profit making organisation. The Sub-Committee considered a report which set out details of two applications for Discretionary Non Domestic Rate Relief

from:

Halton Farnworth Hornets ARLFC;
Halton Haven Hospice.

RESOLVED: That -

Under the provisions of Section 47, Local Government Finance Act 1988, Discretionary Rate Relief be granted to the following organisations at the percentage indicated, for the period from 1st April 2007 or the commencement of liability, whichever is the later, to 31st March 2009;

Halton Farnworth Hornets ARLFC	20%
Halton Haven Hospice	20%

Strategic Director Corporate and Policy

ES25   2007/08 QUARTER 1 SPENDING

The Sub-Committee considered a report which summarised the overall spending position against the Council's Revenue Budget and Capital Programme across all departments up to the first quarter of the year.

In overall terms, revenue expenditure at the quarter year position was below the budget profile. However, as the profile was only a guide to eventual spending and as yet the 2007 Pay award had not been settled and the Pay and Grading Review was yet to be finalised. It was important that budget managers continued to closely monitor and control spending to ensure that overall spending remains in line with budget by year end. Within the overall position there were some significant variances and details of these were outlined in the report.

With regard to capital it was reported that spending represented only 14% of the total programme of £36.8m. Although historically capital expenditure was significantly higher in the latter part of the financial year, it was important that project managers kept projects and spending on schedule and in particular to ensure that all external funding was maximised. All capital project managers were currently providing quarterly spending profiles for each scheme, in order that actual spend can be compared to planned spend each quarter during the remainder of the year.

RESOLVED: That the report be noted.

CORPORATE SERVICES PORTFOLIO

ES28   GARAGE SITE COLONY, SURREY STREET, RUNCORN

The Sub-Committee considered a report which sought approval to dispose of the garage site colony at Surrey Street, Runcorn. The land at Surrey Street was currently let as 12 garage plots which were let on monthly tenancies. In April 2007 the Council was approached by a developer wishing to acquire the land at Surrey Street to include in his adjoining development site. The developer had offered £30,000 for the site subject to the garage tenancies and an obligation that the developer shall enter into negotiations with the existing tenants to provide alternative accommodation.

RESOLVED: That approval be granted to sell the land to Barros/Parker Developments at a figure of £30,000.

20TH SEPT 07 - EXECUTIVE BOARD SUB CTTEE

		Strategic Director Corporate and Policy

ES29   DISPOSAL OF LAND AT LIVERPOOL ROAD, WIDNES

The Sub-Committee considered a report which sought approval to dispose of the former Ditton Junior School site. Following marketing 17 firms had submitted sealed offers opened on 28th June 2007. Following examination of the bids only four were deemed to be worthy of further detailed consideration in relation both to the brief issued and being of reasonable value. These firms were approached and asked to remove or reduce their qualifications to allow a more reliable comparison. All four firms amended their bids, taking out the majority of qualifications. The highest net offer that fully complied with the brief was submitted by Harron Homes in the sum of £1,495,000.

RESOLVED: That approval be given to sell the land to Harron Homes.

Strategic Director Corporate and Policy

REPORT TO:	Corporate Services Policy & Performance Board
DATE:	6th November 2007
REPORTING OFFICER:	Strategic Director, Health & Community Strategic Director, Children & Young People
SUBJECT:	Joint Strategic Needs Assessment (JSNA)
WARDS:	All Wards

1.0 PURPOSE OF REPORT

1.1 To provide an overview of the requirement to produce a JSNA in line with Department of Health guidance.

2.0 RECOMMENDATION:

That the Corporate Services Policy & Performance Board:

i) Support the process as outlined in the proposed co-ordination section and receive a draft JSNA in 2008.

3.0 SUPPORTING INFORMATION

3.1 The JNSA is a process that results in the production of document of significant strategic importance. The process and subsequent documentation managed jointly by the Local Authority and PCT describes the future health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs, over 3-5 years.

3.2 The Joint Strategic Needs Assessment will be:

- The basis of a new duty to co-operate between PCTs & Local Authorities from 'Local Government and Public Involvement in Health Bill', to develop a whole health & social care response;
- Shaped by, and to meet, needs of local population;
- In tune with commissioning cycles of LAA & SCS.

3.3 A strong and effective Joint Strategic Needs Assessment will:

- Show health status of the local community;
- Define what inequalities exist;
- Contain social and healthcare data that is well analysed and presented effectively;
- Define improvements and equality for the community;
- Send signals to current or potential providers, who could have other relevant information or proposals for meeting needs;

- Supporting better health and well being outcomes;
- Aid decision making, and stages of the commissioning cycle, esp. to use resources to maximise outcomes at minimum cost.

4.0 THE PROCESS

4.1 The process for producing and subsequently utilising the JSNA is a systematic one and is summarised in Appendix 1.

4.2 **Phase 1 – Information Gathering**

The collection of a complex set of data and information reports focused on the following sub-sets:

- Demography;
- Social and Environmental Context;
- Current known health status of the population;
- Current met needs of the population;
- Patient/Service user voice;
- Public Demands.

4.3 A detailed breakdown of information required is summarised in Appendix 2.

4.4 **Phase 2 – Secondary Analysis & JNSA Production**

Building from the information gathering exercise of Phase 1, is the objective analysis of the local economy information to result in four sub-sets. These are detailed in Appendix 3.

4.5 The result of this analysis will be the completion of the local economy Joint Strategic Needs Assessment Document.

4.6 **Phase 3-Outputs and Commissioning Improvement**

The third phase of the JSNA process is the utilisation of the document to provide a platform for the economy to work together on developing a series of impact based proposals and improvement programmes. These will include:

- Programme of health and social care service reviews;
- Prioritisation framework for contracting and procurement;
- Medium Term Market Development;
- Primary Care Investment Decisions;
- Capital Investment Plans.

The development of the JSNA will enable both Local Authority and PCT to establish improved commissioning relationships and provide the economy with progressive unity on commissioning and contracting priorities.

5.0 **PROPOSED CO-ORDINATION**

5.1 The guidance from the Department of Health clearly stipulates that the Director of Adult Social Services, Director of Children & Young People Services, Director of Public Health and Director of Commissioning from the PCT have a responsibility for co-ordinating the production of the document. Discussions have already commenced with a range of key stakeholders and Appendix 4 has been produced which sets the timetable and process for its completion.

5.2 The Department of Health stressed the importance of the direct links with Elected Members, Local Strategic Partnership's and key people including Local Authority Chief Executive's, Environmental Health staff and staff involved in Research and Intelligence.

5.3 The Local Strategic Partnership have already received a similar report to own and understand the requirement to produced a JSNA. The Health Specialist Strategic Partnership will thereafter be the responsible and accountable group to ensure that the JSNA is produced. As the Health SSP already has key people on its membership, it is suggested that a small working group is tasked with producing a draft JSNA in the timescales identified.

5.4 Regular update reports to the Executive Board, Local Strategic Partnership, PCT Board and Health Policy & Performance Board will be produced which appraise individuals and groups of progress. The Health Policy & Performance Board will scrutinise the process and ensure that effective community consultation is undertaken. However, a similar report to every Policy & Performance Board will be presented to ensure they are aware of this matter and provide them with an opportunity to be engaged.

6.0 **FINANCIAL IMPLICATIONS**

6.1 At this stage it is not clear what the financial implications will be, however, it is envisaged that the production of the draft will be bourne within existing resources.

6.2 There will be some financial costs to cover public consultation and these will need to be determined at a later date.

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

7.1 **Children and Young People in Halton**

This will be a key strategic document to underpin progress against the revised priorities in the Children & Young People's Plan. The needs analysis will form an integral part of the implementation of the Joint Planning and Commissioning Framework and enable us to

target services based on need to improve outcomes for children and young people in Halton.

The development of integrated locality based services for children and young people through the Area Network model must be based on an analysis of need for each area, which can be distilled from this piece of work.

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

None identified at this stage.

7.3 **A Healthy Halton**

This will be a key strategic document which will address health and health inequalities in Halton.

7.4 **A Safer Halton**

None identified at this stage.

7.5 **Halton's Urban Renewal**

None identified at this stage.

8.0 **RISK ANALYSIS**

8.1 A full risk analysis will be undertaken as part of the process.

9.0 **EQUALITY AND DIVERSITY ISSUES**

9.1 The Strategy will ensure that the full range of equality and diversity issues are addressed and this will be scrutinised as part of the process.

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

None

STRATEGIC NEEDS ASSESSMENT

INPUTS
(Data / information needed)

- Demography
- Social & Environmental Context
- Current known health status of populations
- Current met needs of the population
- Patient Voice
- Public Demands
- Analysis of Inequalities
  - Outcomes
  - Service Access
- Programme Budgets and Outcomes

See Tables 1 and 2 for detailed description

Strategic Needs Assessment
the desired Health and well being outcomes in 3- 5 years time for your population

What decisions will be made by whom

- PCT → PCT outcome metrics chosen
- LSP → LAA targets

OUTPUTS
(The link to other stages of commissioning)

- Programme of systematic service reviews (NHS / Social Care)
- Prioritisation framework for annual contracting procurement
- Mediumterm market development (capacity to deliver desired service configuration) Local Government and NHS
- Primary Care Investment Commissioning decisions (NHS)
- Capital Investment Plans (local / regional government and NHS)

APPENDIX 2

Table 1: primary data needed for a Joint Strategic Needs Assessment

1	Demography	Population numbers	Current population estimates x5-year age bands and gender Population projections 3-5 years' time % Change
		Births	Current births and projected rates
		Older people	Current total aged 65+, male and female and five-year projection
		Ethnicity	Current numbers, percentages and projections
2	Social and environmental context	Benefits data	Children under 16 in households dependent upon Income Support
		Deprivation	IMD 2004
		Characteristics	Housing tenure
			Living arrangements/over-crowding
			No access to car or van
			Employment data
			Average incomes
			Rural or urban location
3	Current known health status of population	Illness and lifestyle	British health survey 2004 Quality and Outcomes Framework GP QMAS data Risk factor data (smoking prevalence)
		Teenage conceptions	Age <16 rate plus 95% CI Age <18 rate plus 95% CI
		Census 2001	Standardised limiting long-standing illness ratio (persons in household)
4	Current met needs of the population	Social care	RAP 3: Source of referrals
			P1: Clients receiving community-based services
			RAP P2f: Clients receiving community-based services
			RAP C1: Carers
			SWIFT
		Primary care	Predicted prevalence versus known prevalence of x diseases
			Dental: % DMFT 5-year-olds – trend
			Immunisation: Resident-based uptake rates
		Hospital care (HES data)	Top 10 causes of admission
			Top 10 diagnoses consuming most bed days
			Average, median and range of length of stay
5	Patient/service user voice	Social care	User surveys
		Primary and community-based care	GPAQ
			PALS/LINks data (qualitative and quantitative)
			Complaints data
		Hospital care	Self-reported health outcomes
			Patient satisfaction surveys
6	Public demands	Local authority	Annual residents survey
			Health scrutiny reports
		NHS	Petitions received

Table 2: secondary analysis of data for Joint Strategic Needs Assessment

1	Analyses of current inequalities	Outcomes	by geography (e.g. life expectancy by ward)
			by ethnicity
			by gender
		Service access	by geography
			by ethnicity
			by gender
2	Projection of service use in 3-5 years' time based on historical trends and current activity		
3	Projection of outcomes in 3-5 years' time based on historical trends and current activity	Outcomes	
4	Value for money and return on investment	Programme budgets and outcomes	

JNSA

Project Plan

Tasks / Actions	Responsibility	Dependendcies	Jul-07 2nd-6th (5)	9th-13th (6)	16th-20th (7)	23rd-27th (8)	30th-3rd (9)	Aug-07 6th-10th (10)	13th-17th (11)	20th-24th (12)	27th-31st (13)	Sep-07 3rd-7th (14)	10th-14th (15)	17th-21st (16)	24th-28th (17)	1st-5th (18)	8th-12th (19)
Phase One-Information Gathering																	
Demography			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B	B
Social & Environmental Context			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B	B
Current known status of health population			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B	B
Current met needs of of the population			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B	B
Patient/Service User Voice			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B	B
Public Demands			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B	B
Collation and presentation			Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	B	B
Phase Two-Analysis & JNSA Production								B	B	B	B					Y	Y
Analysis of Current Inequalities								B	B	B	B	Y	Y	Y	Y	Y	Y
Projection of Service Use in 3-5 years time								B	B	B	B	Y	Y	Y	Y	Y	Y
Projection of Outcomes in 3-5 years time								B	B	B	B	Y	Y	Y	Y	Y	Y
Value for Money and return on investment								B	B	B	B	Y	Y	Y	Y	Y	Y
Collation and presentation								B	B	B	B	Y	Y	Y	Y	Y	Y
JNSA 1st Draft Publication								B	B	B	B					B	B
Consultation								B	B	B	B					B	B
Final Publication								B	B	B	B					B	B
Phase Three-Outputs and Commissioning Improvement								B	B	B	B					B	B
Programme of health and social care service reviews								B	B	B	B					B	B
Priortisation framework for contracting and procurement								B	B	B	B					B	B
Meduim Term Market Development								B	B	B	B					B	B
Primary Care Investment Decisions								B	B	B	B					B	B
Capital Investment Plans								B	B	B	B					B	B

Month	Week	Dates
Oct-07	20	15th - 19th
	21	22nd - 26th
	22	29th - 2nd
Nov-07	23	5th - 9th
	24	12th - 16th
	25	19th - 23rd
	26	26th - 30th
Dec-07	27	3rd - 7th
	37	10th - 14th
	38	17th - 21st
	39	24th - 28th
	40	31st - 4th
Jan-08	41	7th - 11th
	42	14th 18th
	43	21st 25th
	44	28th to 1st
Feb-08	45	4th 8th
	46	11th - 15th
	47	18th - 22nd
	48	25th - 29th
	49	3rd - 7th
	50	10th - 14th

Mar-08			Apr-08			
17th - 21st	24th - 28th	31st - 4th	7th - 11th	14th - 18th	21st - 25th	28th - 2nd
51	52	53	54	55	56	57
			Ongoing	Ongoing	Ongoing	Ongoing
			Ongoing	Ongoing	Ongoing	Ongoing
			Ongoing	Ongoing	Ongoing	Ongoing
			Ongoing	Ongoing	Ongoing	Ongoing
			Ongoing	Ongoing	Ongoing	Ongoing

REPORT TO: Corporate Services Policy & Performance Board

DATE: 6 November 2007

REPORTING OFFICER: Strategic Director Corporate & Policy

SUBJECT: Corporate Services Portfolio

WARDS: Borough wide

1. **PURPOSE OF THE REPORT**

1.1   Councillor Mike Wharton, the portfolio holder for Corporate Services will attend to provide a brief update on current issues within his portfolio, and to answer any questions members may have arising from this.

2. **RECOMMENDED: that**

i.   That the report be noted

REPORT TO: Corporate Services PPB

DATE: 6th November 2007

REPORTING OFFICER: Strategic Director – Corporate and Policy

SUBJECT: Local Housing Allowance

WARD(S):   Borough-wide

1.0 PURPOSE OF REPORT

1.1   This report is to update members on the planned introduction of the Local Housing Allowance (LHA), which will be introduced for all new private tenant claims, and private tenant change of address claims from 7th April 2008. The introduction of LHA is a major change to Housing Benefit.

2.0 RECOMMENDED: That

(1)   the report be noted; and

(2)   the Board request that the information contained in this report be circulated to all Members through the Information Bulletin

3.0 SUPPORTING INFORMATION

3.1   The Local Housing Allowance (LHA) is a new way of determining rent payments for tenants in receipt of Housing Benefit (HB). It does not replace HB. It uses a flat rate allowance based on the size of the tenant's household and the area in which they rent property to determine the amount of benefit payable. This amount is not directly related to the rent charged so the benefit the tenant receives may be higher or lower than the contractual rent. The rate of LHA that customers receive will be reviewed on an annual basis.

3.2   Other circumstances, such as the money that the tenant has coming in or other people living in the household, will still affect the amount of benefit paid so the tenant may not always receive the full rate of LHA.

3.3   The LHA is part of the Government's agenda to modernise public services and will help to give everyone access to decent housing. The government's fundamental objectives of the LHA are to promote the following:

Fairness: The new scheme will generally pay the same amount to tenants with similar circumstances living in the same area.

Choice: Tenants will be able to choose between paying more to stay in a property that is larger or keeping the difference if they move to a cheaper property (to a maximum of £15 per week).

Transparency: It will be easier for tenants and landlords to know in advance how much rent could be covered by HB.

Personal responsibility: Paying the allowance to customers hands back responsibility to them for budgeting and paying their rent themselves. Accepting this responsibility while on benefit will make it easier to manage the move into work.

Financial inclusion: Most people will have their housing payments paid into a bank account and set up a standing order to pay the rent to their landlord.

Increased work incentives: Greater certainty about what in-work benefit can be received will remove barriers to take the step from welfare into work.

Simplicity: There will no longer be a need for complex rent determinations and restrictions that contribute to the delay in processing claims. (only for claimants effected by the changes).

3.3 **The new scheme**

Several Councils across the Country have already implemented and tested the scheme on a pilot trial basis and from April 2008 the scheme is being implemented nationally. The new scheme will apply to Housing Benefit claimants in the deregulated private sector and mainstream private tenancies only and will apply to new tenancies. Existing tenants will continue to receive benefit under existing rules until a change occurs that affects either the number of occupants in the household, they have a break in their claim of one week or more or they move to a different address. Benefit will then be transferred to the new LHA scheme. However, if there is a death in the household, and the change would result in a reduced LHA, the authority will protect the tenant for 52 weeks from the date of death at their current rate.

Accommodation in one of the following types of tenancy will be exempt from receiving the LHA:

- Registered social landlord tenancies;

- Protected cases, such as supported housing provided by certain local authorities, social landlords, charities and voluntary organisations;

- Tenancies which are excluded from current rent restrictions (such as pre-1989 tenancies);

- Exceptional cases such as caravans, houseboats and hostels; and

- Cases where the rent officer judges that a substantial part of the rent is attributable to board and attendance (e.g. hotel accommodation which already exists in the private sector).

3.4 Excess HB

The LHA takes no account of the actual level of rent payable. It is based purely on a tenant's room requirement.

If the benefit is higher than the contractual rent a tenant may keep any of the excess of HB that they are paid up to a maximum of £15 per week. A rent increase would not normally be a change that would require a new LHA to be used

3.5 Direct payments to the landlord

Personal responsibility and financial inclusion are two key aims of the LHA. In the vast majority of cases, benefit will be paid to the customer who will be responsible for making their own payments of rent to their landlord. In certain circumstances, benefit can be paid directly to the landlord.

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None applicable.

5.2 Employment, Learning and Skills in Halton

None applicable.

5.3 A Healthy Halton

None applicable.

5.4 A Safer Halton

None applicable.

5.5 **Halton's Urban Renewal**

None applicable.

6.0 RISK ANALYSIS

6.1 There are no key risks associated with the proposed action.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None applicable

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

Document	Place of Inspection	Contact Officer
Local Housing Allowance Draft Guidance Manual	Catalyst House	Peter McCann

REPORT TO:	Corporate Services PPB
DATE:	6th November 2007
REPORTING OFFICER:	Strategic Director – Corporate and Policy
SUBJECT:	Rating (Empty Properties) Act 2007
WARD(S):	Borough-wide

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to inform members of the changes to Empty Property Relief from the 1st April 2008 as introduced by the Rating (Empty Properties) Act 2007.

2.0 RECOMMENDED: That

(1) the report be noted; and

(2) the Board request that the information contained in this report be circulated to all Members through the Information Bulletin.

3.0 SUPPORTING INFORMATION

3.1 The Rating (Empty Properties) Act 2007 gives effect to the Government's proposals to reform relief from business rates in respect of empty property. Those proposals followed the recommendations of the Barker Review of Land-Use Planning and the Lyons Inquiry into Local Government, which were commissioned by the Chancellor of the Exchequer and the Deputy Prime Minister.

3.2 In response to the recommendations of the Barker Review and the Lyons Inquiry, the Chancellor of the Exchequer announced in his Budget report of 21st March 2007 the Government's intention to modernise the existing system of reliefs from business rates for owners of unoccupied property.

3.3 The proposed reforms increase liability to business rates for unoccupied properties to the same basic level of liability as for occupied properties (although the Bill provides for liability for unoccupied properties to be reduced by order). The reforms also provide that charities and community amateur sports clubs (CASCs) which own empty property will not be liable to rates for that property, as long as it appears it will next be used for charitable purposes or the purposes of the club.

3.4 The Bill also makes consequential amendments to legislation. This includes inserting into the Local Government Finance Act 1988 (the 1988 Act) a new section allowing the Secretary of State to make regulations to prevent changes in the state of property operating as a means of avoiding unoccupied property rates.

3.5 Changes

Under the existing arrangement, Non-Industrial properties are not charged Business Rates for the first 3 months after which 50% of the rates payable fall due. For Industrial premises there is no charge on empty properties at all. From April 2008 100**%** of the occupied rate will fall due, after the initial exemption period.

The exemption period will be 3 months for shops, offices and other non-industrial assessments and 6 months for industrial categories, such as factories, warehouses and workshops. Importantly, if the premises have already been empty for the relevant exemption period at 1st April 2008, the occupied charge will become due from this date.

The only exception would be

Liability of empty property that is held by a charity and appears likely to be next used for charitable purposes or that it is held by a CASC and appears likely to be next used for the purposes of the club

Qualifies for an exemption from rates under the NNDR (unoccupied Property) Regulations. This is still subject to discussion.

Premises with an RV below £2,200

It is proposed that the current exemption, which applies to properties with a rateable value below £2,200, will continue and such assessments will remain exempt from any empty rate charges.

4.0 POLICY IMPLICATIONS

4.1 The Government's objectives for this reform are:

- To improve UK competitiveness, by increasing incentives for property that is empty to be either re-let or for the property and site to be re-developed and thereby reduce rents and prices for new and existing businesses.

- To improve efficiency in land and property markets, by matching the incentives for the efficient use of property in use with similar incentives for use of the empty stock.

- In doing so to reduce the need for development of business premises on Greenfield sites, and to provide opportunities for re-

development of brownfield land for both housing and business property.

- To remove distortions in the tax treatment of different forms of commercial property, in particular the significant tax advantage given to long term empty warehousing and industrial premises over retail and office space.

- To raise revenue in the most efficient and simple way, with as few distortions to the economy and to incentives for efficient allocation of resources as possible.

5.0 OTHER IMPLICATIONS

5.1 There are approximately 600 empty properties in the Borough. The Business Rates Section has written to them to inform them of the changes.

5.2 Although not yet known, the above could result in additional £5m - £6 m adding to the collectable debit which could have a potential impact on the collection rate.

5.3 The Council currently has 10 properties that may be affected by the change.

5.4 The software supplier is aware of the Act and is considering what updates to the billing software will be required.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 **Children and Young People in Halton**

Under the Act empty property held by community amateur sports clubs will be exempt from rates.

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

None applicable.

6.3 **A Healthy Halton**

Under the Act empty property held by community amateur sports clubs will be exempt from rates.

6.4 **A Safer Halton**

None applicable.

6.5 **Halton's Urban Renewal**

The Governments belief is that the new Act will encourage owners to re-let, redevelop or sell unused property as well as reducing the need for development of green field land.

7.0   RISK ANALYSIS

7.1   There are no key risks associated with the proposed action.

8.0   EQUALITY AND DIVERSITY ISSUES

8.1   None applicable

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

Document	Place of Inspection	Contact Officer
Department for Communities and Local Government Circulars	Catalyst House	P. Murphy

Ratepayer	Address	Annual Rates 2007/2008 £	Actual Rates Liability 2007/2008 £	Mandatory Rate Relief Awarded	Actual Rates Payable 2007/2008 £	Discretionary Rate Relief Claimed	Annual Cost of Relief to HBC 2007/2008 £	Actual Cost of Relief to HBC 2007/2008 £
Halton Farnworth Hornets ARLFC	Meeting Room, Wilmere Lane Sportsground, Widnes	1,154.40	1,154.40	80%	230.88	20%	173.16	173.16
Halton Haven Hospice	25 High Street, Runcorn	3,463.20	2,526.43	80%	505.29	20%	519.48	378.97

Agenda Item 6c

REPORT TO: Corporate Services Policy &
                    Performance Board

DATE: 6 November 2007

REPORTING OFFICER: Strategic Director Corporate & Policy

SUBJECT: Review of Area Forums

WARDS: Borough wide

1.   **PURPOSE OF THE REPORT**

1.1   To advise the Board of the decision of Executive Board on the
      recommendations for Area Forums, and to propose actions to
      implement the decision.

2.   **RECOMMENDED: That**

      i.   the action plan appended to this report be endorsed;

      **ii. a further report on progress and impact be submitted towards
            the end of the 2008/08 year; and**

      **iii. the transport arrangements proposed in paragraph 3 (2) below
            be endorsed and reviewed after 12 months.**

3.   **SUPPORTING INFORMATION**

3.1. The recommendations of this Board for improving the operation of Area
      Forums were considered by the Executive Board on 6 September
      2007. The Executive Board resolved:

      i.   option 3 – to retain the current forum arrangements, but to
            develop their role to increase participation by residents and
            partners - be supported;

      ii.   each Area Forum retain flexibility in terms of the style and
            nature of their meetings;

      iii. the involvement of the Youth Forums in meetings be
            welcomed; and

      iv.   the Strategic Director – Corporate and Policy prepare an action
            plan for the implementation of the Board's decision in the
            2008/9 Municipal Year and regular progress reports be made
            to the Corporate Services Policy and Performance Board.

3.2. In accordance with this resolution, an Action Plan is appended to this report for Members' approval. A number of recommendations required further work or investigations as follows:

   i.   **Communications Strategy** - see separate report on this agenda

   ii. **Transport to Meetings** - The Board recommended that the possibility of a dial-a-ride service be investigated to help residents who do not have their own transport to attend meetings. Transport Co-ordination division have recommended that we advise residents to contact the Neighbourhood Travel Team (NTT) for assistance. The NTT can advise on options and if necessary arrange for transport. Given current turn out for Area Forum meetings, it might be more appropriate to offer to book a (subsidised) taxi rather than dial-a-ride. Residents would be charged a flat rate of £2 (£3 for a return journey). The extra cost would be picked up by Area Forum budgets. If there are five such requests per meeting on average, and four meetings per forum each year, the total cost to the forum budgets would be just under £2,000 or £300 per forum.

   This proposal is reflected in the Action Plan.

   iii. **Microphones/Amplification** - some venues have provision, other have quite difficult acoustics. The availability and cost of a portable system is to be investigated.

   iv. **Hot Topics From HDL** - the feasibility of monitoring activity by Forum Area is being investigated.

   v.   **Neighbourhood Charters** - pilot charters are being developed in the Neighbourhood Management Area.

4. **PROGRESS MONITORING**

4.1. There are several factors that might be used as a measure of success. For example:

   i.   Attendance at meetings. On its own, this is not a good measure because there are many reasons for non attendance, including other ways of engaging with the Council. However, it can play a part in a suite of indicators.

   ii. Awareness of Area Forums. If residents are aware, then the decision to attend or not is at least an informed choice.

   iii. Proportion of people who feel they can influence decisions in their locality. This is one of the 198 national indicators for local government which from next year will replace the 1000 or more

indicators currently reported to central government. Knowledge of Area Forums and perceptions of their effectiveness will be one factor behind responses to this question.

iv.   Satisfaction amongst those attending forums. Items (2), (3) and (4) above will require regular surveys. At the time of writing, it is not known what surveys will be required as part of the national indicator set, their frequency, or whether there will be the opportunity to add in local questions. It is therefore recommended that the detail and timing of performance monitoring be decided once there is greater clarity on the national position.

5.   **POLICY IMPLICATIONS**

5.1.   The recommended actions are aimed at inclusivity in local decision making and supports the Council's Corporate Plan key objective of empowering local people to have a greater voice and influence over local decision making and the delivery of services (under the priority of Corporate Effectiveness and Efficient Service Delivery).

5.2.   There are some small costs associated with the actions which will be contained within existing budgets.

6.   **OTHER IMPLICATIONS**

6.1.   None

7.   **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

i.   Children & Young People in Halton
ii.   Employment Learning and Skills in Halton
iii.   A Healthy Halton
iv.   A Safer Halton
v.   Halton's Urban Renewal

7.2.   There are no implications specific to particular priorities, but effective engagement through Area Forums can support all priority activities.

8.   **RISK ANALYSIS**

8.1.   The most significant risk is that failure to secure wide public engagement at local level will result in services not meeting needs effectively. The actions recommended in the report are intended to control that risk.

9.   **EQUALITY & DIVERSITY ISSUES**

9.1.   The timing and location of meetings has implications for access. This was considered at length during the review and is built into the

recommendations (see actions 12, 14 & 21). Action 15 (amplification) is intended to assist the hard of hearing. Particular effort has been made to include younger people in the Forum business.

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

Document	Place of Inspection	Contact Officer
Report to Corporate Services - 4 June 2007 and Minutes	2nd Floor Municipal Building Kingsway Widnes	Rob Mackenzie
Report to Executive Board - 6 September 2007 and Minutes	2nd Floor Municipal Building Kingsway Widnes	Rob Mackenzie
Notes and reports of surveys, focus groups and interviews	2nd Floor Municipal Building Kingsway Widnes	Rob Mackenzie

RECOMMENDATION	ACTION	BY WHOM	BY WHEN
PURPOSE OF FORUM			
1. Statement of Purpose to be displayed at meetings	Procure banner(s) display	Michelle Baker	25 January 2008
	Arrange for display of banner at all meetings	L Cairns	28 January 2008
INVOLVEMENT OF PARTNERS			
2. Formally invite Police, Fire Services, RSLs and Youth Service to attend and participate regularly	Committee administrators to seek approval of members at pre-agenda meeting and then issue invitations as appropriate	L Cairns	25 January 2008
	Subject to approval by Members as above, include item on AF agenda for "partner updates" and invite partners to contribute subject to advance notice of issues to be addressed	L Cairns	25 January 2008
	Two weeks before pre-agenda meeting, ask partners if they have any items they would like to be included in draft agenda for consideration (see 18 below)	L Cairns	25 January 2008
3. Investigate scope to combine local meetings	Area Forum Lead Officers in consultation with Members, to identify other meetings organised by partners in the Forum, and, subject to members approval, investigate the scope for combining meetings.	Lead Officers	25 January 2008
INVOLVING YOUNG PEOPLE			
4. Joint meeting with Area Youth Forum	Arrange a fourth Area Forum meeting as a joint meeting with the Youth Forum (see 10 below)	L Cairns	subject to 2008/08 calendar of meeting
5. Invite Youth Forum to put forward items for inclusion in Area Forum agenda	Liaise with Youth Service area lead before every pre-agenda meeting (see 18 below)	L Cairns	25 January 2008

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RECOMMENDATION	ACTION	BY WHOM	BY WHEN
GOVERNANCE			
6. Amend constitution to clarify decision process			Completed May 2007
7. Funding decisions made outside public forum meetings be reported to next Forum	Include funding update report on all draft agendas	L Cairns/J Weston	25 January 2008
8. Amend constitution to make it clear that Area Forums can refer matters to Executive Board or PPB	Consider as part of the annual review of the Constitution in conjunction with any legislative changes relating to the Community Call for Action	M Reaney	Annual Council May 2008
NEIGHBOURHOOD CHARTERS			
9. Investigate Neighbourhood Charters and report to Corporate Services PPB	Pilot Neighbourhood Charters in 3 Neighbourhood Management areas and report progress to Corporate Services PPB	Nick Mannion	26 February 2008
FREQUENCY OF MEETINGS			
10. Consider increasing frequency to four meetings a year, including joint meeting with Area Youth Forum	Each Forum to consider arranging a fourth meeting as a joint meeting with the Youth Forum (see 4 above)	Lead Officer/ Committee Administrator	31 March 2008
AREA FORUM BUDGETS			
11. Consider replacing loss of NRF from Council mainstream funds in 2008/09 MTFF and budget	To be considered as part of the overall budget process	Bill Dodd	30 November 2007
TIME AND PLACE OF MEETINGS			
12. Cost and effectiveness of a dial-a ride service for residents be investigated	Include transport information and options in publicity (see 23 below)	Michelle Baker	25 February 2008

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RECOMMENDATION	ACTION	BY WHOM	BY WHEN
FORMAT AND CONDUCT OF MEETING			
13. Less formal room layout reducing barriers, partner and youth reps sitting with Councillors	Lead Officer to discuss with Members and develop approach for each Forum	Lead Officers	31 March 208
14. Practice of holding additional meetings with particular sections of community at suitable places and times commended	Lead Officers to consider needs in each forum area and discuss with Members	Lead Officers	31 March 2008
15. Investigate provision of microphones and amplification	Report on cost and practical issues to Corporate Services PPB	Lynn	8 January 2008
16. Questions can be accepted on the night up to the start of the meeting provided in writing with name and address	Lead Officer to confirm approach in each forum with Members	Lead Officers	25 January 2008
17. Where possible, tea and coffee to be provided	Order tea and coffee where possible, coded to AF budget	Lynn Cairns	25 January 2008
AGENDA SETTING			
18. Recommendation that every agenda should include: i. feedback ii. partner update iii. Youth Forum items iv. opportunity for residents to suggest items for future agendas	Lead Officer/Committee Administrator to agree agendas with Members taking this recommendation into account (see 2 (c) and 5 above).	Lead Officer/ Committee Administrator	25 January 2008
19. Agendas be subdivided into: i. questions from residents ii. items and presentation for information iii. feedback and progress reports with questions first	Subdivide agenda and order in consultation with Members	Committee Administrator	25 January 2008

RECOMMENDATION	ACTION	BY WHOM	BY WHEN
20. Keep presentations brief and local	Lead Officers or Committee Administrator to liaise with presenters and issue guidelines, (normally 10 minutes maximum, local relevance).	Lead Officer	25 January 2008
21. Meetings should finish by 9.00pm	In constitution	Lead Officer	25 January 2008
22. Investigate identification of local issues through HDL	Agree list of relevant processes and timetable for reports	L Cairns/A Mills	31 March 2008
RAISING AWARENESS			
23. Produce Communications Strategy for Area Forum	Report to Corporate Services PPB with draft strategy	M Baker	6 November 2007
24. Investigate scope for joint promotion and funding with partners	Incorporate in Communications Strategy to follow on from invitations to attend (2 above) and combining meetings (3 above)	M Baker	31 March 2008
25. Trial and monitor random mail out of agendas	Identify 45 residents per forum at random and mail out agendas. Devise system for monitoring impact (eg coloured agendas). Pilot in 2 areas and review	Lynn Cairns	25 January 2008
26. Feedback between meetings	Post minutes and progress with projects on internet, with regular updates (at least monthly) between meetings	J Weston/ L Cairns	31 March 2008
27. Display information about services and activities at meetings	a. Identify appropriate set of leaflets and documents for display and arrange for delivery to Committee Services	M Baker	31 March 2008
	b. Procure suitable portable display rack	M Baker	31 March 2008
	c. Arrange for Transport to meetings and display	Lynn Cairns/ Lead Officer	31 March 2008

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REPORT TO:	Corporate Services Policy & Performance Board
DATE:	6 November 2007
REPORTING OFFICER:	Strategic Director Corporate & Policy
SUBJECT:	Area Forums' Communication Strategy
WARDS:	Borough wide

1. **PURPOSE OF THE REPORT**

   .To agree a strategy to raise awareness of Area Forums

2. **RECOMMENDED: that**

   i.   **the Board considers the proposals for an Area Forum Communications Strategy;**
   ii.   **officers develop the toolkit outlined in paragraph 5 of the Strategy; and**
   iii. **each Area Forum be recommended to consider how best to use the toolkit, and whether to adopt the other options outlined in the report.**

3. **SUPPORTING INFORMATION**

   One of the recommendations of the review of Area Forums was to develop a Communication Strategy. A draft Strategy is appended to this report for consideration. It recommends developing a basic communications 'toolkit' to enable each forum to develop its own communications. The estimated cost for this is £2000, which can be funded from existing corporate budgets. It will then be for each forum to decide how it wants to make use of this toolkit, and whether it wishes to fund some of the other options in the report.

4. **POLICY IMPLICATIONS**

   The recommendations are aimed at inclusivity in local decision making and support the Council's Corporate Plan key objective of empowering local people to have a greater voice and influence over local decision making and the delivery of services (under the priority of Corporate Effectiveness and Efficient Service Delivery).

   There are some costs associated with the actions which will be contained within existing budgets.

5. **OTHER IMPLICATIONS**

    None

6. **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

    i.   Children & Young People in Halton
    ii.   Employment Learning and Skills in Halton
    iii. A Healthy Halton
    iv.   A Safer Halton
    v.   Halton's Urban Renewal

    There are no implications specific to particular priorities, but effective engagement through Area Forums can support all priority activities.

7. **RISK ANALYSIS**

    The most significant risk is that failure to secure wide public engagement at local level will result in services not meeting needs effectively. The recommendations in the report are part of the action plan to control that risk.

8. **EQUALITY & DIVERSITY ISSUES**

    Publicity materials will be available in a number of different forms to try to reach as many parts of the community as possible, and translations or alternative formats will be available on request.

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

Document	Place of Inspection	Contact Officer
Report to Corporate Services - 4 June 2007 and Minutes	2nd Floor Municipal Building Kingsway Widnes	Rob Mackenzie
Report to Executive Board - 6 September 2007 and Minutes	2nd Floor Municipal Building Kingsway Widnes	Rob Mackenzie
Notes and reports of surveys, focus groups and interviews	2nd Floor Municipal Building Kingsway Widnes	Rob Mackenzie

AREA FORUM COMMUNICATIONS STRATEGY

1. Background

Area forums were introduced across the borough a number of years ago to provide communities with the opportunity to raise local concerns, influence decision-making and to work with the Council to tackle difficult issues.

Recent research carried out on the Council's behalf showed that forums are valued by those who attend them as an effective way of making improvements to their local community. However, the research showed that over half of all respondents were not aware of the meetings and a massive 83% had never seen any publicity for them.

The research also showed that after attending one meeting or receiving more information about the forums 60% of respondents were more likely to attend a meeting.

The purpose of this document therefore is to suggest some ways to improve communications with the result of encouraging greater attendance at area forums.

The activities recommended are designed to:

- Raise awareness about the existence and purpose of area forums
- Highlight the achievements and contribution area forums make to communities
- Promote the fact that area forums are community-led
- Publicise dates and venues for meetings to as wide an audience as possible
- Persuade residents of the value of their attendance at meetings and keep them coming back

2. Providing choice

It has to be remembered that all area forum communities are different and there will be no 'one-size-fits-all' answer to communications.   Therefore we will need to provide choice and variety with our communications and monitor their effectiveness to gauge which methods prove most successful in different areas.

It must also be recognised that communities are made up of individuals who will have different levels of interest in area forums and therefore require different levels of information.

For this plan, the aim is to reach and satisfy the communications needs of three distinct groups:

- Those who are actively engaged in their community and view themselves as a 'voice' for their neighbourhood

Aim: *Ensure they know when and where meetings are and provide easy methods for them to ask questions; submit funding requests*

- Those who have issues they are keen to address and/or have opinions they would like to share but who might be unaware of the forums as a channel for their expressing their views; or who may need more encouragement to attend a forum meeting for the first time
Aim: *Demonstrate the effectiveness of area forums in tackling local issues; outline the range of topics covered by forums; ensure forums are promoted as welcoming to all members of the community; make it easy to ask questions; submit funding requests*

- Those who have no current issues and do not wish to attend a meeting but who will be interested in hearing about what is happening in their community and whose satisfaction with the Council will increase as a result of being more informed
Aim: *Keep them informed about how area forums are improving their community*

3. Breaking down barriers through communications

Getting the tone and design style of communications right for area forums will go a long way to engaging a wider audience and to breaking down some of the barriers that exist to attendance.

To many of our community, the thought of attending a council-led meeting is intimidating. Many will have a picture of a very formal environment with attendees (mostly men in suits) who are all confident public speakers and debaters. Moving away from this image is vital to the success of area forums.

In addition, awareness of the forums is very low and few people are clear about their precise role and purpose with an incorrect impression that they are just a 'talking shop'

Our communications must help to change this perception. To do this all our communications should use plain English, be friendly and welcoming, informal and informative. Design of materials should be less formal, colourful and user friendly.

We must also clearly, and simply articulate the role and purpose of the forums – a statement of purpose has been agreed, however, while this may work internally, it still appears wordy and uses 'council' language. An alternative should be sought with the input of member of the public.

Having persuaded members of the community to attend meetings, their experience must match our communications ie they should feel comfortable asking questions, the proceedings while organised should not feel too formal and there should not be a sense of them and us.

4. Communications actions

So how do we achieve all of the above? As mentioned previously there is no one size fits all answer, the key is providing variety and choice. The actions are grouped into three areas: raising awareness about the existence, times and venues of the meetings; improving the communication and experience of attending a meeting; and feeding back and promoting the achievements/influence of area forums in their communities

a. Raising awareness

- Leaflets – direct into homes
- Change style of agenda, ideas form – the latter perhaps being a postcard with freepost on reverse
- Fridge magnet, sticker (or similar) with dates of meetings
- Posters – distributed through shops, public buildings; including college and high schools (design to be adapted to appeal to younger audience)
- Newspaper advertising
- Promotion through 'what's on' radio slots
- HDL/contact centre staff to proactively promote area forum meetings
- Press releases generating free coverage
- Text alerts – reminder of date/time/location
- Email alerts – as above
- Web site – improved information on www.halton.gov.uk
- Inside Halton – regular articles

b. Improving the experience at meetings

- Move to more informal seating arrangements no top table (this immediately creates a them and us atmosphere)
- All council representatives to introduce themselves at start of meeting
- Ensure presentations are kept concise
- Allow sufficient time for public questions

c. Promoting the contribution of area forums

- Press release after each area forum to highlight issues raised, decisions made; funding awarded – each press release to include a quote from a member of the community
- Activity update from each area forum in every edition of Inside Halton
- Case studies highlighted on www.halton.gov.uk
- Annual summary of achievements for each forum – mailed to households
- Investigate possibility of badging area forum funded projects through signage;
- Banner stand display with information at HDL's and other community based venues

5. Keeping the costs down

In order to keep costs down it is suggested that we develop a basic communications 'toolkit' to enable area forum administrators to create promotional materials for themselves. It is envisaged that this would include:

- Design templates for posters, advert, direct mail leaflet; agenda (printing would be carried out in house)
- Press release outline – highlighting the information our press office will need
- Email/text alert suggested wording
- Redesigned suggestion/question card
- Two portable banner display stands

In addition training would be given in how to keep the website updated.

It is estimated that the cost for the above would be £2000 (dependent on quantities printed) – this does not include any distribution cost.

Approximate costs for other options:
- Stickers or fridge magnet   £0.20each
- Banner display stand   £250
- Newspaper advertising (per full colour page)   £850
- Annual performance report (one version per forum)   £1000 per version (+ distribution
  costs)
- Signs promoting funded projects   from £200 each

The following would incur no third party costs:

- Website improvements
- Issuing of press releases
- Text/email alerts
- Inside Halton

6. Monitoring and evaluation

The most obvious method of evaluation of whether improved communications are working will be an increase in attendance at meetings.

It is also suggested that attendees are asked to complete a brief evaluation sheet at the end of the meeting which include questions around their satisfaction with the meeting; why they came to the meeting and what communications they had seen.

A further consideration should be given to carrying out a repeat of the survey as a way of measuring how far we have come.

REPORT TO:	Corporate Services PPB
DATE:	6th November, 2007
REPORTING OFFICER:	Chief Executive
SUBJECT:	Performance Management Reports to half-year 30 September 2007
WARDS:	Boroughwide

1. PURPOSE OF REPORT

1.1 To consider and raise any questions or points of clarification in respect of the 2nd quarter performance management reports on progress against service plan objectives and performance targets, performance trends/comparisons, factors affecting the services etc. for:

- Exchequer & Customer Services
- Financial Services
- ICT Services
- Legal & Member Services
- Personnel Services
- Policy & Performance
- Halton Stadium

2. RECOMMENDED: That the Policy and Performance Board

1) **Receive the 2nd quarter performance management reports;**

2) **Consider the progress and performance information and raise any questions or points for clarification; and**

3) **Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

3. 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

Document   **Place of Inspection**   **Contact Officer**

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy Directorate

SERVICE: Exchequer and Customer Services

PERIOD: Quarter 2 to period end 30th September 2007

1.0   INTRODUCTION

This Monitoring Report covers the Exchequer and Customer Services second quarter period up to period end 30th September 2007. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

The way in which traffic light symbols have been used to reflect progress is explained within Appendix 7.

2.0   KEY DEVELOPMENTS

Joint working arrangements between St Helens MBC and Halton to provide Emergency Duty Team cover via the HDL facilities were successfully implemented in September.

3.0   EMERGING ISSUES

Details of legislative changes affecting the Rating of Empty Property and the introduction of the Local Housing Allowance have now been received. Additional reports will be presented to Corporate Services Policy and Performance Board at it's meeting of 06th November 2007.

4.0   PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	9	🟢	7	🟡	2	🔴	0

Progress against the majority of key objectives for the service remains on track. There has been some delay in taking forward the receipt of electronic benefit claims and the introduction of 'tellytalk' within HDL's. Additional information is provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	2		0		1		1

Some delay has occurred in progressing the two 'other' objectives for the service and additional details are provided within Appendix 2.

5.0 SERVICE REVIEW

There are no issues relating to service review to be reported at half-year.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	7		6		1		0

With the exception of the payment of invoices all key indicators for the service remain on track and additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	3		3		0		0

Progress against the three remaining indicators is on track at half-year stage and additional information is 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 - Debtor Summary Statistics
Appendix 6 - Financial Statement
Appendix 7 - Use of traffic light symbols

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone (s)	Progress Quarter 2	Commentary
ECS O1	Provide customers with open, accessible and accountable services through a single point of contact and explore and progress the opportunities to work in partnership with other agencies and bodies	Implement and develop a work plan in partnership with ICT to develop the new in-house CRM system to provide Directorates with key business data. **April – March 2008**	(green)	As reported previously although delays to the network infrastructure upgrade have impacted upon progress the project remains on track for completion as planned.
		Implement the Emergency Duty Team monitoring system (HBC in partnership with St Helens) **May 2007**	(green)	Although some initial delay occurred in implementing joint-working arrangements the EDT partnership went live at the end of September 2007.
ECS O2	To enhance the operational performance and delivery of the Revenues and Benefits service by extending the current use of ICT capabilities.	Further roll out of Home-working across the Department **September 2007**	(green)	A number of Visiting Officers are now home based. Additional staff are being identified that wish to take advantage of the scheme.
		Implement new system for mobile working in Benefits and determine opportunities for using the system in Revenues **June 2007**		Implementation of Mobile working in Benefits was delayed as a result of issues with the software, which has had a consequential impact on this project.
		Examine implications of adopting the DWP initiative to receive Electronic Benefit Claims from Customers and determine policy **June 2007**	(amber)	This project is still active but further work is required from our software supplier to accept the data into the Benefits system.
		Investigate introducing 'Tellytalk' in HDLs/Registered Social Landlords etc. **December 2007**	(amber)	Work is ongoing to evaluate the implications of the technical aspects of this project and at this stage completion by the key milestone date remains questionable.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES (Exchequer & Customer Services)

Service Plan Ref.	Objective	Key Milestone (s)	Progress Quarter 2	Commentary
ECS O3	To systematically acquire and utilise intelligence to inform the ongoing delivery of procurement related activity and through information and skills transfer increase and strengthen organisational capabilities.	Develop a work programme that examines major areas of spend across the Council **April 2007**		Spend analysis has been disseminated. Currently work is being carried out to cleanse/reclassify data into refined categories of spend in order to enhance the quality and usefulness of data.
		Develop and implement a Procurement Training Plan designed to improve procurement practices for those officers responsible for the procurement of goods and services **September 2007**		A number of training sessions have been held and future requirements are being considered
		Report findings and recommendations to Business Efficiency PPB **October 2007**		Ongoing
		Roll out the arrangements for document imaging for invoices across all directorates **April - Oct 2007**		All Invoices for a Corporate & Policy and a number of corporate contract invoices are scanned and matched jn Catalyst House. Plans are being formulated to include other Directorates.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES (Exchequer & Customer Services)

Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ECS O4	To further enhance customer focus and service provision by integrating ICT solutions and working with other partners and agencies	Produce Volumetric data by integrating the CRM system and linking the data with other sources enabling the Council to make better use of its resources to improve service delivery to the customer **July 2007**		Progress has been delayed following the in house replacement CRM system. Efforts have concentrated on core system functions. It is anticipated that data will be available during the latter part of the year.
		Develop with ICT a workflow management system in order that all white mail can be dealt with through the new CRM system, this would achieve savings across the council **December 2007**		Work is taking place with both Integrated Children's Services and Planning to develop an electronic document management solution. To prove the concept we are currently concentrating on the scanning, storage and retrieval of specific documents within these areas.

APPENDIX TWO – PROGRESS AGAINST 'OTHER' OBJECTIVES/ MILESTONES (Exchequer & Customer Services)

BVPI 8 — Percentage of invoices paid on time

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Trend — Worse than this time last year

Amber — May hit target for the year

Commentary

Overall performance to date has increased slightly. Directorate breakdown is as follows;B
Corporate & Policy 97%B
Children & Young People 88%B
Environment 99%B
Health & Community 97%

BVPI 9 — Percentage of Council Tax collected

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Trend — Better than this time last year

Green — Should hit target for the year

Commentary

Half yearly collection (56.61%) shows a slight increase compared to the previous year (56.48%)

APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS (Exchequer & Customer Services)

BVPI 10 — Percentage of non-domestic rates collected

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Trend

Worse than this time last year

Green — Should hit target for the year

Commentary

Although collection is slightly lower at half-year than the coresponding period in 2006 / 07 this is not a cause for concern and progress remains on track.

BVPI 78a — Speed of processing new claims to HB/CTB (days)

Lower figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Trend

Better than this time last year

Green — Should hit target for the year

Commentary

Half yearly performance shows an improvement on both the previous quarter and the corresponding period last year.

APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS (Exchequer & Customer Services)

BVPI 78b — Speed of processing changes of circumstances to HB/CTB (days)

Lower figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Trend: Better than this time last year

Green: Should hit target for the year

Commentary

Half yearly performance is in the top quartile range and shows improvement over the corresponding period last year.

BVPI 79a — Accuracy of HB/CTB claims (%)

Higher figures represent better performance

Key
- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Trend: Same as this time last year

Green: Should hit target for the year

Commentary

Half yeary performance reamins at a ceiling of 100%.

APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS (Exchequer & Customer Services)

BVPI 79bi

Housing benefit overpayments recovered as a % deemed recoverable

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

Chart showing quarterly performance (Q1, Q2, Q3, Q4, Outturn, Quartile) with y-axis from 0 to 100.

Trend

Better than this time last year

Green

Should hit target for the year

Commentary

Half yearly performance is in the top quartile range and has shown a slight improvement over that achieved in quarter 1.

APPENDIX THREE– PROGRESS AGAINST KEY PERFORMANCE INDICATORS (Exchequer & Customer Services)

Progress against 'other' performance indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2 Half-year	Progress	Commentary
ECSLI 1	Percentage of Fairer Charges assessments completed within 10 days of referral.	97.9	98.0	99		Indicator is ahead of target
BVPI 79	b(ii). HB recovered as a % of debt outstanding.	46.96	46	32.33		Progress remains on track to achieve annual target.
	b(iii). HB written off as a % debt outstanding.	2.26	2.50	3.18		Refer comment above

APPENDIX FOUR – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Exchequer & Customer Services)

Debtor Summary Statistics

Directorate	Period	Invoices Raised	Debt Raised	Payments Received	Total Outstanding	% Collected
			£	£	£	
Children & Young People	Quarter 1	135	422,551	302,073	120,478	71.49%
	Quarter 2	432	361,385	328,371	33,014	90.86%
	Quarter 3					
	Quarter 4					
	Total	**567**	**783,936**	**630,444**	**153,492**	**80.42%**
Corporate & Policy	Quarter 1	1,211	802,946	609,490	193,456	75.91%
	Quarter 2	1,743	976,484	676,543	299,941	69.28%
	Quarter 3					
	Quarter 4					
	Total	**2,954**	**1,779,430**	**1,286,033**	**493,397**	**72.27%**
Environment	Quarter 1	1,428	1,087,866	854,915	232,951	78.59%
	Quarter 2	1,347	1,030,128	678,513	351,615	65.87%
	Quarter 3					
	Quarter 4					
	Total	**2,775**	**2,117,994**	**1,533,428**	**584,566**	**72.40%**
Health & Community	Quarter 1	1,445	1,637,340	1,470,030	167,310	89.78%
	Quarter 2	5,406	3,206,739	1,104,037	2,102,702	34.43%
	Quarter 3					
	Quarter 4					
	Total	**6,851**	**4,844,079**	**2,574,067**	**2,270,012**	**53.14%**
Summary	Quarter 1	**4,219**	**3,950,703**	**3,236,508**	**714,195**	**81.92%**
	Quarter 2	**8,928**	**5,574,736**	**2,787,464**	**2,787,272**	**50.00%**
	Quarter 3					
	Quarter 4					
	Annual Total	**13,147**	**9,525,439**	**6,023,972**	**3,501,467**	**63.24%**

APPENDIX FIVE – SUMMARY DEBTOR STATISTICS

Financial Statement

EXCHEQUER AND CUSTOMER SERVICES

Revenue Budget as at 30th September 2007

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	5,327	2,600	2,489	111	2,978
Premises	446	84	66	18	66
Supplies & Services	1,054	300	285	15	364
Telephone System Costs	76	38	26	12	75
Insurance	2,019	1,900	1,902	(2)	1,902
Transport	104	52	52	0	53
Charitable Relief	103	0	0	0	0
Concessionary Travel	1,485	747	773	(26)	779
Asset Charges	160	0	0	0	0
Support Services	4,203	0	0	0	0
Total Expenditure	**14,977**	**5,721**	**5,593**	**128**	**6,217**
Income					
Sales	-12	-6	-7	1	-7
Halton Housing Trust	-18	-9	-9	0	-9
Fees & Charges	-5	-1	-12	11	-12
Support Service Recharges	-4,662	0	0	0	0
SLA to Schools	-45	-11	-20	9	-20
Telephone Recharges	-330	0	0	0	0
Insurance Recharges	-2,260	0	0	0	0
NNDR Administration Grant	-160	0	0	0	0
Hsg Ben Administration Grant	-1,501	-890	-893	3	-893
Weekly Incorrect Benefit Subsidy	-21	0	0	0	0
Liability Orders	-569	0	0	0	0
Total Income	**-9,583**	**-917**	**-941**	**24**	**-941**
Net Expenditure	**5,394**	**4,804**	**4,652**	**152**	**5,897**

Comments on the above figures:

In overall terms net expenditure is below budget profile at the end of quarter 2, partly due to a number of staffing vacancies within the Revenues and Benefits Division. In addition, the 2007 Pay Award has not yet been settled and therefore this will increase costs once the arrears relating to the April to September period are paid. However, it is anticipated that overall spending will be in line with budget by year-end.

APPENDIX SIX – FINANCIAL STATEMENT

EXCHEQUER AND CUSTOMER SERVICES DEPARTMENT

Local Strategic Partnership Funded Projects as at 30th September 2007

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	£000	£000	£000
Benefits Bus	181	90	71	19
Total Expenditure	**181**	**90**	**71**	**19**

Comments on the above figures:

It is anticipated that expenditure will be in line with the total allocation of LSP funding by year-end.

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

	Objective	Performance Indicator
Green	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u>.
Amber	Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state <u>whether the target is on course to be achieved.</u>
Red	Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.	Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.

APPENDIX SEVEN – APPLICATION OF TRAFFIC LIGHT SYMBOLS (Exchequer & Customer Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Financial Services**

PERIOD: **Quarter 2 to period end 30th September 2007**

1.0 INTRODUCTION

This Monitoring Report covers the Financial Services second quarter period up to period end 30th September 2007. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

The Audit Commission presented the Annual Governance report to Executive Board on 20th September 2007, which highlighted that the Council's 2006/07 final accounts were prepared ahead of schedule and to a good standard. In terms of Value For Money, the Council met all twelve criteria specified by the Commission for securing economy, efficiency and effectiveness in its use of resources. The report also commented that the work of Internal Audit has provided the Audit Commission with assurance on the reliability of internal control procedures within material financial information systems.

The Audit Commission have reviewed the Council's Statement on Internal Control and concluded that it has been prepared in accordance with proper practice specified by CIPFA and that it is consistent with the findings from their audit.

The Government published a consultation paper in July on the options for the Local Government Formula Grant Distribution. Although there were no major or fundamental changes proposed a number of options have significant financial consequences on the Council. The Council's response to the consultation exercise was submitted on 10th October 2007 and has been included in the Members Information Bulletin.

3.0 EMERGING ISSUES

The Audit Commission have completed the 2007 CPA Use of Resources assessment and are expected to publish their results in early December.

The Government announced the results of the Comprehensive Spending Review (CSR) on 9th October 2007. The specific funding implications for Halton will not be known until the announcement of the grant settlement in early December. However, it is clear that it is a very challenging settlement for local authorities. The overall feature of CSR is that Local Government will only receive a 1% real terms increase in resources over the next three years at a time of increasing spending requirements, together with the need to find 3% cashable efficiency savings.

Work is presently underway to prepare the Council's 2008/09 Base Budget and support is being provided to Directorates in the development of their growth and savings options.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	4		4		0		0

All four of the key objectives / milestones for the Service are on track to be achieved and additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	4		4		0		0

All four of the remaining objectives / milestones for the Service are on track to be achieved and additional details are provided within Appendix 2.

5.0 SERVICE REVIEW

Following the CPA Use of Resources assessment, an action plan has been developed which is being used as the basis for continued improvement across the Service and to assist in preparing for the enhanced requirements of the 2008 assessment.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	2		2		0		0

Both of the key performance indicators for the Service are on track to be achieved and additional details are provided within Appendix 3

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	6		5		1		0

Five of the six of the remaining performance indicators for the Service are on track to be achieved, with one, relating to investment returns being marginally below target at this stage although this is not presently cause for concern. 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 - Financial Statement
Appendix 6 - Use of Traffic Light symbols

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
FS O1	Setting the Revenue Budget, Capital Programme and recommend Council Tax	Report Medium Term Financial Forecast to Executive Board **November 2007** Report to Council in **March 2008**		On track to report to Executive Board in November 2007.
FS O2	To take steps to maximise the Council's share of the Formula Grant (RSG)	Join with Merseyside authorities and SIGOMA to lobby for appropriate methodology changes **September 07** Check with relevant data to Dept of Communities and Local Govt. **September 2007** Analyse provisional settlement **November 2007** Lobby MP's and DCLG following provisional settlement **December 2007**		Halton's response to the consultation on changes to the Formula Grant, was submitted on 10th October 2007.

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
FS 03	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing financial reports.	Provide **monthly financial reports** to budget holders within 8 working days of month end.		Reports issued on schedule.
		Provide **quarterly financial monitoring reports** to Operational Directors for inclusion in Departmental Service Plan Monitoring Reports.		Quarter 2 reports provided on schedule to Operational Directors.
		Provide quarterly monitoring reports on the overall budget to the Exec Board sub committee.		The overall quarter 1 position was reported to Executive Board Sub Committee on 19th July 2007.
FS 04	To summarise and report the efficiency gains in response to the 'Gershon Review'	Submit the 07/08 Annual Efficiency Statement (backward look) by June 2007 and report to the Business Efficiency Board.		2006/7 Backward Look submitted by deadline and a summary report presented to the Business Efficiency Board in June 2007.
		Submit the 07/08 Annual Efficiency Statement (forward look) by July 2007 and report to the Business Efficiency Board.		2007/8 Forward Look submitted by deadline and summary report presented to the Business Efficiency Board in September 2007.
		Submit the Half Year Review by **November 2007** and report to the Business Efficiency Board.		2007/8 Mid Year statement being collated and due to be submitted in November 2007. A summary report will be presented to the Business Efficiency Board in January 2008.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES

Progress against other objectives / milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
FS 05	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 the latest accounting standards.	Compete the draft Abstract of Accounts and report to the Business Efficiency Board by **30th June 2007** Publish the Abstract of Accounts by **30th September 2007**		The 2006/07 Abstract of Accounts was published on 28th September 2007.
FS 06	Make best use of cash resources available to the Council and fulfil statutory requirements by setting and monitoring Treasury Management Policy	Establish Treasury Management Policy and report to the Exec Board Sub Committee by **April 2007** Provide monitoring reports to the Exec Board Sub Committee **on a quarterly basis**		The Treasury Management Policy was approved by Executive Board Sub-Committee on 15th March 2007. 2007/08 Quarter 1 was reported to Executive Board Sub Committee on 19th July 2007.
FS 07	Ensure that the Capital Programme is affordable, prudent and sustainable by setting and monitoring prudential borrowing indicators.	Report Prudential indicators to Council **March 2007** Provide **quarterly monitoring reports** to Exec Board Sub Committee		Prudential Indicators for 2007/08 were approved by Council on 7th March 2007. Capital spending as at 2007/08 Quarter 1 was reported to Executive Board Sub Committee on 19th July 2007
FS 08	Provide an independent and objective opinion on the Council's Risk Management processes, control systems. Accounting records and governance arrangements.	Report Audit Plan to Business Efficiency Board **May 2007**		Audit Plan approved by the Business Efficiency Board in June 2007. The first monitoring report was presented to the Board in September 2007.

APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES

Progress against 'key' Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
FSLI 5	Receive an unqualified Audit opinion on the accounts	Yes	Yes	Yes		An unqualified opinion on the 2006/07 final accounts, was reported by the Audit Commission to Executive Board on 20th September 2007.
FSLI 7	Complete at least 90% of the Annual Audit Plan	91%	90 %	47%		As at the end of September 2007, 47% of the Audit Plan had been completed with annual target on track to be acheived.

APPENDIX THREE – PROGRESS AGAINST KEY PERFORMANCE INDICATORS (Financial Services)

Progress against 'other' Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
FSLI 1	Issue 75% of draft audit reports within 15 days of completing the fieldwork	Yes	75 %	81 %		Performance remains on track for annual target to be achieved..
FSLI 2	Maintain a high degree of user-satisfaction (measured via survey of Internal Audit work)	100 %	90 %	100%		All surveys received to date have shown audit clients to be satisfied with the quality of service received.
FSLI 3	Maintain the number of schools buying back financial services	48	48	48		All existing SLA schools bought back from Financial Services for 2007/08.
FSLI 4	Achieve investment returns for the year higher than benchmark	4. 80%	5.66%	5.46%		Although no cause for concern at this stage Q2 has seen a return marginally below the benchmark, following the recent volatility in the financial markets. The delay in the capital receipt from the land sale at Upton Rocks continues to have a significant affect upon investment income.
FSLI 6	Receive positive comments from District Audit relating to the financial standing of the Council and the systems of internal control.	Yes	Yes	Yes		The Audit Commission's Annual Governance Letter was presented to Executive Board on 20th September 2007, which concluded that the Council has good systems of financial control and operates effective financial management.
FSLI 8	Maintain the scores achieved in CPA last year	3 of 4	3 of 4	See commentary		The Audit Commission has reviewed the Council's self-assessment in respect of the 2007 CPA Use of Resources and the results are awaited. Additional information will be provided as this becomes available.

APPENDIX FOUR – PERFORMANCE AGAINST 'OTHER' PERFORMANCE INDICATORS

FINANCIAL SERVICES

Revenue Budget as at 30th September 2007

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Item £'000
Expenditure					
Employees	1,454	727	670	57	670
Premises	82	0	0	0	0
Supplies & Services	95	25	20	5	23
Transport	51	25	23	2	24
Support Services	222	0	0	0	0
Total Expenditure	**1,904**	**777**	**713**	**64**	**717**
Income					
S.L.A. to Schools	-140	-100	-101	1	-101
Support Service Recharges	-1,764	0	0	0	0
Total Income	**-1,904**	**-100**	**-101**	**1**	**-101**
Net Expenditure	**0**	**677**	**612**	**65**	**616**

Comments on the above figures:

In overall terms, spending is below the budget profile at the end quarter 2 mainly due to staff vacancies earlier in the year within both Internal Audit and Accountancy. Overall spending is expected to be marginally below budget by the end of the financial year.

APPENDIX FIVE – FINANCIAL STATEMENT

Explanation of the use of Traffic Light symbols

The traffic light symbols are used in the following manner:

		Objective	**Performance Indicator**
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u>.
Amber		Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state <u>whether the target is on course to be achieved.</u>
Red		Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.	Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

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

PERIOD: **Quarter 2 to period end 30th September 2007**

1.0   INTRODUCTION

This Monitoring Report covers the I.C.T. Services second quarter period up to period end 30th September 2007. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0   KEY DEVELOPMENTS

This quarter has again seen the completion of a number of major projects, one in particular being the Emergency Duty Team development. This was a joint development between St Helens MBC and Halton BC to provide a 24 / 7 emergency duty team response through the Halton Call Centre covering all aspects of emergency social care. The service, which is now live and staffed by both authorities, provides an excellent example of joint working within Merseyside.

Areas of work around the Council's infrastructure have progressed allowing the redevelopment of the network and the consolidation of yet more servers within the VM ware project.

3.0   EMERGING ISSUES

Consolidation projects, due to be completed in December 2007, are replacing many of the ageing and out of date server hardware platforms. These developments will allow new areas to be brought on stream within the next quarter looking at the replacement of the member's laptops, secondary schools internet access, and the start of the PC replacement programme.

One major project to be taken forward in Q3 will be looking at the replacement of the SAN and NAS data storage devices. The existing SAN device, which is now 4 years old, was originally due to be replaced in 2008.

However given recent hardware failures and the limited lifespan of the device approval will be sought to bring this project forward with a capital report being prepared for Executive Board sub committee for consideration. This is a complex and considerable undertaking and in order to progress implementation smoothly it will be necessary to make use of interim measures.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	25	🟢	16	🟡	0	🔴	9

A number of key milestones relating to key service objectives are dependant upon changes to the network being initiated, which due to circumstances beyond the departments control, have been delayed. Additional information concerning progress against all key service objectives is provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	6	🟢	6	🟡	0	🔴	0

All of the remaining objectives for the service are presently progressing as planned and additional details are provided within 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

Total	3	🟢	3	🟡	0	🔴	0

All key performance indicators are presently almost at their ceiling of 100% and additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	8		4		0		4

Of the remaining 8 indicators for the service 4, which all relate to the instillation of PC's / thin client devices, performance has not achieved expected levels. Additional details concerning progress are provided within Appendix 4.

7.0 APPENDICES

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

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT 01	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure	Full segmentation (V-Lan) of the corporate, libraries and schools networks **July 2007**		The network programme associated with this objective and associated milestones has been delayed by almost 12 months due to a number of external delays beyond the department's control. This has now been fully resolved and the programme of works has now started with an expected completion date of June 2008.
		Increase network capacity utilising dark fibre, and standardise using CISCO networking equipment throughout the corporate and Schools networks. **September 2007**.		
		Corporate, Schools and Public access Internet upgrade **July 2007**		Please refer comment above
		Switch over to fibre link for Grosvenor House **May 2007**		As reported previously this milestone has now been achieved.
		Switch Internet providers from tier 3 to tier 1 developing a scaleable 3 node approach. **May 2007**		Please refer to initial comment above.
		Decommissioning of PDC and BDC's **July 2007**		This milestone has now been achieved.
		Introduce network resilience **September 2007**		As above

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (ICT Services)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT 01 Cont'd	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure	Implement quality of service provision **December 2007**	(red)	Please refer to initial comment on previous page concerning delays in implementing network changes.
		Implement secure wireless to corporate network within council meeting rooms **December 2007**	(red)	As above
ICT 02	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure	Complete exchange server upgrades (e-mail facility) **September 2007**	(green)	Exchange server upgrades completed as planned.
		Introduce data encryption to all laptop and tablet devices **September 2007**	(red)	Delayed with the role-out of Active Directory Services, and the Changes to the PC replacement programme to encompass the new laptop strategy and business continuity plans.
		Complete annual technology replacement programme (Elected Members) **December 2007**	(green)	Activity is progressing as planned with no cause for concern at half -year.
		Complete annual PC / laptop replacement programme (377 devices) **March 2008**	(green)	Replacement programme started with the tender to be issued Q3.
	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure	Complete planned upgrades to CITRIX software systems **March 2008**	(green)	Activity is progressing as planned with no cause for concern at half -year.

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (ICT Services)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT 03	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform	Rollout of Microsoft Windows XP and decommissioning of Windows 95 / 98 **September 2007**	(green)	Project exceeded target and now complete
		Implement Corporate web reporting tools **September 2008**	(green)	Activity is progressing as planned with no cause for concern at half -year.
		Complete provision of intranet services to all secondary and primary schools **March 2008**	(green)	As above
		Implementation of corporate spyware for servers and PC's **September 2007**	(red)	Progress against this milestone has been delayed as a result of the network upgrades discussed previously (please refer comment for objective 1)
		Complete planned operating system upgrades **March 2008**	(green)	Activity is progressing as planned with no cause for concern at half -year.
ICT 04	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal	Implementation of document imaging supporting adoption records **March 2008**	(green)	Activity is progressing as planned with no cause for concern at half -year.
		Planning and Building Control document imaging **October 2007**	(green)	As above
		Pilot workflow, internal ICT processes **November 2007**	(green)	As above

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (ICT Services)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT 04 Cont'd	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal	EDT delivery through HDL- in partnership between H & C CYP and St Helens MBC **September 2007**	🟢	This milestone has now been achieved and joint working arrangements through the Council's HDL facility are now fully operational.
		Staff Harassment system - Corporate wide system meeting legislative requirements **April 2007**	🟢	System now in place as planned.
		Mayrise Highways and Streetworks integration into HDL **September 2007**	🔴	Unfortunately this milestone was mistakenly reported as being achieved in quarter 1. However due to priority being given to delivering the Emergency Duty Team joint working arrangements (as described above) some slippage has occurred and this milestone is now scheduled to be achieved within the quarter 4 period.

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (ICT Services)

Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT 05	Improve service efficiency and improvement through the use of Business Process Re-engineering	Adoption of record scanning project (document management using CSD)- arising from legislative requirement **March 2008**		Project is currently underway with progress proceeding as planned.
		Publication of BPM diagrams via corporate intranet to facilitate communication of business transformation efficiencies M**arch 2008**		In progress, with approximately 600 process maps currently available via the corporate intranet.
		Deliver business transformational projects identified by the corporate BPR programme **March 2008**		In progress, with major changes within Trent and CYP and H&C e-Forms completed and in use as fully developed solutions.
		Complete phases 2 and 3 of Trent software application **December 2007**		Plans in place for implementation but awaiting a bid for funding from the relevant department.
ICT 06	Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability	Replacement of helpdesk software solution **March 2008**		Evaluation planned aimed at linking this service solution with the new CSD application.
		Improved Self Help Web Services **March 2008**		The publication of self help and detailed solution documents continues in expanding upon the library and services, with a member of the ICT team now being trained as a technical author to maintain this development programme.

APPENDIX TWO – PROGRESS AGAINST 'OTHER' OBJECTIVES / MILESTONES

Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2 Outturn	Progress	Commentary
ITCLI 4	Member Support: % of calls responded to within 1 working day.	87	80	100		To half-year all calls have been responded to within 1 working day.
ITCLI 10	Average availability of the Council's operational servers (%).	99.59	99	99.74		Performance against this indicator is presently almost at ceiling of 100% and slightly ahead of 99% target.
ITCLI 11	Average availability of the Councils WAN infrastructure (%).	99.27	99	99		Performance at half-year is in line with annual target..

APPENDIX THREE – PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS

Progress against 'other' Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2 Outturn	Progress	Commentary
ITCLI 1	% Of all calls received that were resolved at the Help Desk.	66	60	69.8		Performance at half year slightly ahead of targeted level.
ITCLI 2	% Of all responsive repairs completed within 2 working days.	87	80	80		Additional temporary resources have been allocated to this area of the departments work and present performance is in line with annual target.
ITCLI 3	School Support SLA: % of calls responded to within <u>agreed</u> target*.					Performance in relation to response times is presently at ceiling of 100% and efforts will be made to sustain this for the remainder of the year.
	Priority 1	100	85	100		
	Priority 2	100	90	100		
	Priority 3	100	95	100		
	Priority 4	100	100	100		
ITCL1 5	% Of E-mail accounts set-up within 3 working days of receipt.	100	79	100		Again performance against this indicator is presently at optimum level of 100%
ITCL1 6	Average working days from order to completion of a new PC	17	10	27.8		The current role out programme for new PC's and the replacement of 95/98 Windows devices has impacted upon this area due to staff allocation. Efforts will be made during the remainder of the year to bring performance in line with annual target.
ITCL1 7	Average working days from delivery to completion of a new PC	6	5	15.8		Please refer comment above.

APPENDIX FOUR – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2 Outturn	Progress	Commentary
ITCL1 8	Average working days from order to completion of a thin client device	6	7	9.4		The current role out programme for new PC's and the replacement of 95/98 Windows devices has impacted upon this area due to staff allocation. Efforts will be made during the remainder of the year to bring performance in line with annual target.
ITCL1 9	Average working days from delivery to completion of a thin client device	5	2	5		Please refer comment above.

APPENDIX FOUR – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS

Financial Statement

Revenue Budget as at 30th September 2007

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	2,326	1,196	954	242	1,179
Premises	117	0	0	0	0
Supplies & Services	167	72	70	2	168
Computer Repairs & Software	118	66	93	(27)	105
Communications Costs	121	60	39	21	39
Transport	49	25	26	(1)	26
Asset Charges	964	0	0	0	0
Support Services	202	0	0	0	0
Total Expenditure	**4,064**	**1,419**	**1,182**	**237**	**1,517**
Income					
Support Service Recharges	-4,030	0	0	0	0
SLA to Schools	-85	-85	-90	5	-90
Total Income	**-4,115**	**-43**	**-90**	**5**	**-90**
Net Expenditure	**-51**	**1,376**	**1,092**	**284**	**1,427**

Comments on the above figures

In overall terms net expenditure is below budget profile at the end of quarter 2. Staffing expenditure is significantly below budget profile, due to a delay in the introduction of the new ICT Services organisational structure pending completion of the pay and grading review. In addition, the 2007 Pay Award has not yet been settled and therefore this will increase costs once the arrears relating to the April to September period are paid. It is anticipated that overall spending will be within budget by year-end.

Capital Projects as at 30th September 2007

	Allocation 07/08 £000	Actual to Date £000	Allocation Remaining £000
IT Rolling Programme	1,552	305	1,247
Net Expenditure	**1,552**	**305**	**1,247**

Comments on the above figures.

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

APPENDIX FIVE – FINANCIAL STATEMENT

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

		Objective	**Performance Indicator**
Green		Indicates that the objective is on course to be achieved within the appropriate timeframe.	Indicates that the target is on course to be achieved.
Amber		Indicates that it is unclear at this stage, due to a lack of information or a key milestone date being missed, whether the objective will be achieved within the appropriate timeframe.	Indicates that it is either unclear at this stage or too early to state whether the target is on course to be achieved.
Red		Indicates that it is highly unlikely or certain that the objective will not be achieved within the appropriate timeframe.	Indicates that the target will not be achieved unless there is an intervention or remedial action taken.

APPENDIX SIX – APPLICATION OF TRAFFIC LIGHT SYMBOLS

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate & Policy**

SERVICE: **Legal and Member Services**

PERIOD: **Quarter 2 to period end 30th September 2007**

1.0 INTRODUCTION

This Monitoring Report covers the Legal and Member Services second quarter period up to period end 30th September 2007. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

Steps are now being taken to fully implement the requirements of the Gambling Act 2005. The Act transferred the responsibility for the licensing of gambling premises from the Gambling Commission to Local Authorities and the additional demands that this has placed upon the service are presently being managed within existing resources. Although it is envisaged that this will remain possible the situation will be monitored to ensure that there is no negative impact upon the demands upon the service in other areas of it's work.

3.0 EMERGING ISSUES

Although the receipt of statutory orders concerning the creation of new Parish Council's was expected during this quarter this has not yet materialised although they are expected very shortly. Once received work can be progressed to ensure that the department develops appropriate mechanisms to respond to requirements.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	5		5		0		0

All of the key objectives and milestones for the service are presently on track and additional information is provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	3		2		0		1

Only one of the remaining key milestones for the service, relating to the implementation of a case management system, has not progressed as planned and additional details are provided within Appendix 2.

5.0 SERVICE REVIEW

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

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	2		2		0		0

Performance against both of the key indicators for the service is progressing as planned and additional details are provided within Appendix 3.

Please note that BVPI 2, (Equality Standard for Local Government) that had previously been reported by the department is now reported by the Policy and Performance department.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	12		11		1		0

With the exception of time taken to process conveyancing transactions all of the remaining indicators for the service are progressing as planned. Additional information concerning progress for all other indicators for the service is provided within Appendix 4.

7.0   APPENDICES

Appendix 1 - Progress against Key & Other Objectives/ Milestones
Appendix 2 - Progress against Other Objectives / Milestones
Appendix 3 - Progress against Key Performance Indicators
Appendix 4 - Progress against other Performance Indicators
Appendix 5 - Financial Statement
Appendix 6 - Application of Traffic Light Symbols

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
LMS 01	To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively and is not deflected from the achievement of its objectives and priorities.	Secure renewal of Lexcel & ISO Accreditation **December 2007**		Renewal of accreditation remains on course to be achieved by target date.
LMS 02	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.	Review Constitution **May 2007**		Constitution has been reviewed as planned.
LMS 03	To provide efficient and effective Democratic Support Services that give the members, as key decision makers, the information and support necessary to ensure that the authority is properly managed so as to achieve the council's objectives and priorities.	Introduce Revised Member Code of Conduct **May 2007**		The revised code of conduct has been introduced as planned with appropriate training being provided to Members. Additional training sessions have been scheduled for February 2008.
		Ensure all members have received training on the New Code **September 2007**		
		Train standards Committee in relation to the switch to a local regime for complaints **March 2008**		Training will be delivered once legislation introduced and guidance from the Standards Board for England has been received.

Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
LMS 04	To continue to provide innovative and effective members development and support services to enable the elected members to fulfil their key role in the management and governance of the authority	To ensure that all members have been given the opportunity of a having a MAP meeting		Given the retirement of a member of staff within the department some reconfiguration of MAP meetings has been necessary. However meetings have now been arranged and will take place during the coming quarter 3.
		To induct all new members **October 2007**		Ongoing final training day (4th day) to take place on 5 November 2007
		Implement Case Management System **December 2007**		As reported previously the delivery of the case management system was dependant upon the availability of resources. However given the current financial climate it is increasingly unlikely that implementation will occur during the original timeframe. Although the implementation of the system would have proved beneficial it is not considered critical to the ongoing delivery of the service.

APPENDIX TWO – PROGRESS AGAINST 'OTHER' OBJECTIVES / MILESTONES (Legal and Member Services)

Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
LMLI 9	No. Of Members with Personal Development Plans	42	50	44		Progress against the annual target remains on track with further Member interviews planned for quarter 3.
LMLI 12	Payments received on debts with Legal as a proportion of debts referred to Legal ^{NB}	93 %	70%	52%		Annual target remains on track to be achieved.

APPENDIX THREE – PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS (Legal and Member Services)

Other Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
LMLI 1	Time Taken to process Hackney Carriage Vehicle Licences (from receipt to issue/refusal) in working days	10	15	12		Efforts will be made to sustain the level of performance achieved at half-year stage, which is slightly above annual target.
LMLI 1b	Time Taken to process Private Hire Vehicle Licences (from receipt to issue/refusal) in working days [NB]	8	8	5		
LMLI 1c	Time taken to process new Single Status Drivers Licences (from receipt to issue/refusal) in working days	38	50	51		Performance at half-year is marginally below annual target although this still remains achievable.
LMLI 1d	Time taken to process Single Status Drivers Licence renewals (from receipt to issue/refusal) in working days [NB]	29	30	30		Performance at half-year is progressing as planned.
LMLI 2	Average Time taken to issue prosecutions from receipt of instructions (working days)	8	10	8		Performance at half-year is slightly ahead of annual target which remains on track to be achieved.
LMLI 3	Percentage of Prosecutions Resulting In convictions	94	N/A	100		During quarter 2 all prosecutions resulted in convictions.
LMLI 4	Average Time Taken to Complete Conveyancing Transactions	265	200	253		Although performance at half-year is below targeted level improvement has been made over the same period last year and efforts will be made to further align performance with targeted level.

APPENDIX FOUR – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Legal and Member Services)

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
LMLI 5	Average Time Taken to Complete Child Care Cases (calendar days)[NB]	191	210	160		Quarter 2 has seen a significant improvement on the first quarter, which in part has resulted from a lower number of child care cases coming through.
LMLI 6	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	621	350	291		Annual target remains on track to be achieved although it should be remembered that this indicator can be significantly influenced by the number of issues that arise during the year that capture local community interest.
LMLI 7	No. of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	107	120	63		Please refer comment above.
LMLI 8	Proportion of working days lost to sickness absence (%)	3.4	4.0	2.19		Performance at half-year is encouraging and although levels of sickness absence are subject to seasonal variation annual target is on track to be achieved.
LMLI 10	Percentage of Members attending at least one organised Training Event	100%	100%	94.6%		Performance is presently on track for annual target to be achieved.
LMLI 11	Value of Debt with Legal for Recovery (£ m)	1.313	N/A	1.445	Refer comment	Total debt at half-year stage is broadly in line with first quarter and is as expected.

APPENDIX FOUR – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Legal and Member Services)

Financial Statement

LEGAL, ORGANISATIONAL DEVELOPMENT AND HUMAN RESOURCES

Revenue Budget as at 30th September 2007

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	3,132	1,509	1,468	41	1,469
Members Expenses	712	366	363	3	363
Premises	610	110	137	(27)	137
Supplies & Services	914	394	363	31	472
Training Costs	237	20	13	7	29
Civic Catering & Functions	82	41	9	32	11
Legal Expenses	92	92	135	(43)	135
Transport	72	34	32	2	34
Asset Charges	8	0	0	0	0
Agency Related	216	0	0	0	0
Support Services	1,313	0	0	0	0
Total Expenditure	**7,388**	**2,566**	**2,520**	**46**	**2,650**
Income					
Land Charges	-475	-237	-167	(70)	-167
Printing Recharges	-303	-110	-110	0	-110
SLA to Schools	-216	-77	-77	0	-77
Licence Income	-205	-121	-141	20	-141
Other Income	-33	-33	-64	31	-64
Grants	-516	0	0	0	0
Support Service Recharges	-4,407	0	0	0	0
Total Income	**-6,155**	**-578**	**-559**	**(19)**	**-559**
Net Expenditure	**1,233**	**1,988**	**1,961**	**27**	**2,091**

Comments on the above figures:

In overall terms net expenditure is below budget profile at the end of quarter 2. Staffing expenditure is currently below budget profile as the 2007 Pay Award has not yet been settled and therefore this will increase costs once the arrears relating to the April to September period are paid.

Legal expenses have increased due to trend in increasing numbers of claims, such that the annual budget has already been exceeded and there is a shortfall in income from Land Charges due to the on-going competition from personal search agents. These are currently being partly offset by additional income from licensing and other charges, but this might not be sustained for future years. It is anticipated that overall spending will be within budget by year-end.

APPENDIX FIVE – FINANCIAL STATEMENT

Application of Traffic Light Symbols

The traffic light symbols are used in the following manner:

		<u>Objective</u>	<u>Performance Indicator</u>
<u>**Green**</u>		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u>.
<u>**Amber**</u>		Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state <u>whether the target is on course to be achieved.</u>
<u>**Red**</u>		Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.	Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate & Policy**

SERVICE: **Personnel Services**

PERIOD: **Quarter 2 to period end 30th September 2007**

1.0 INTRODUCTION

This Monitoring Report covers the Personnel Services first quarter period up to period end 30th June 2007. It describes key developments and progress against 'key' objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

Work continues to progress in relation to the implementation of extended modules for the Trent payroll system and considerations are being given to the nature of the information that the system can be used to produce and the means by which this can be disseminated to various audiences to improve organisation capacity and performance.

3.0 EMERGING ISSUES

As reported previously national negotiations concerning this years pay settlement have yet to be concluded. It is likely that UNISON will circulate ballot papers to its members on 05th October inviting them to vote in favour or against a two day strike over a revised offer of 2.457% and a minimum wage of £6 per hour. Additional information will be provided as and when this becomes available and contingencies are being developed to deal with the impact of any industrial action should the need arise.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	6	🟢	4	🟡	1	🔴	1

The majority of key objectives / milestones for the service are presently on track, although the pay and grading review is being affected by a national ballot of union members and the implementation of non critical modules of the 'Trent' payroll system is subject to some delay. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	3		3		0		0

The three remaining objectives / milestones for the service remain on tack at half-year and additional details are provided within Appendix 2.

5.0 SERVICE REVIEW

There are presently no issues to report concerning service review.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	6		6		0		0

At present all key indicators for the service remain on track although annual performance can be significantly affected by relatively small changes in staff numbers. Additional details concerning progress are included within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	4		4		0		0

Performance for each of the four remaining indicators is as planned 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 - Financial Statement
Appendix 6 - Use of traffic light symbols

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PS01	To ensure the Council's strategic approach to the management of Human Resources is reviewed and is consistent with best practice and reflects a modern, excellent authority.	Implement Priority Actions identified within the new Human Resources Strategy by **March 2008**		Progress at half-year remains on track with strategy nearing completion.
PS 02	To ensure that the Council rewards staff in accordance with legislation through a modern pay and grading system	Implement the outcomes of the completed Pay and Grading Review and undertake any appeal hearings that may arise by **March 2008**		Progress against this milestone is constrained by the balloting of union members. Although it had been anticipated that this would now be complete the ballot papers have not yet been circulated by trade unions and additional information will be provided as and when this becomes available.
PS 03	To ensure that the Council has a modern and effective Human Resource management IT system to improve the relevance, availability and use of HR information	Implement a full merger of the existing payroll and personnel functions **September 2007**		Major components of the system have now been installed and are fully operational.
		Implement remaining modules of the Trent IT system. **December 2007**		Although work progresses in implementing additional system functionality it is unlikely at this stage, and given the competing demands for IT resources, that all non-critical modules will be installed by December as originally planned.
PS 04	Ensure that School Governors, Heads and teachers are fully equipped and competent to undertake their roles, and as required by legislation, in relation to performance management of schools	In partnership with colleagues from the Children's and Young Peoples Directorate, devise, develop and deliver an appropriate training programme. **March 2008.**		Progress remains on track with training being delivered throughout the year.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES (Personnel Services)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PS 05	Ensure that Managers are equipped with the skills to manage projects competently and in an effective and efficient manner	Develop and introduce an on-line support tool to augment the Council's in-house project management training and encourage and facilitate consistent organisational good practice. **December 2007**		On line support is now available to assist managers in delivering effective project management.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES (Personnel Services)

Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PS 06	Ensure a pro-active approach on the part of the Council Managers to the health, safety and welfare of employees	Implement procedural changes arising from the review of the management of sickness absence and devise and deliver appropriate training for managers. **March 2008**		Procedural changes have now been fully implemented.
PS 07	To ensure that the Council employs best practice in maintaining employee records and complies with CSCI requirements	In partnership with Senior Managers in Health & Community Services, carry out an audit of personnel files for staff in this Directorate and reconfigure files according to CSCI requirements. **August 2008**		Following the successful achievement of this objective the department has now been asked to undertake additional work by departments within this area.
PS 08	To expand and improve the extensive range of development opportunities provided by the Corporate Training section and to ensure that managers, both existing and potential, are equipped with a skills and knowledge base that optimises their performance	Devise, develop and implement a Management Induction Programme for all new Managers joining the Council. **July 2007**		As reported previously this objective has been achieved ahead of schedule and has been extended to include all managers within the Council. The demand for places is notably high and remains unabated which would suggest that managers find the course content both relevant and useful.

APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/ MILESTONES (Personnel Services)

Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
BVPI 11	The percentage of top 5% of earners that are: -					Progress remains on track for annual targets to be achieved. However it should be remembered that relatively small changes in personnel can significantly affect these indicators.
	Women	38. 39	39. 00	39.28		
	From black and ethnic minority communities	1. 00	1. 50	1.00		
	Have a disability	3. 13	3. 20	3.18		
BVPI 12	The number of working days / shifts lost due to sickness	11. 76	11. 50	5.15		At the half-year stage performance is particularly strong and reflects the best performance nationally. However this indicator is prone to seasonal variation during the winter months and this may affect our overall position at year-end.
BVPI 14	Early retirements (excluding ill-health) as a percentage of the total workforce.	0. 24	0. 22	0.11		Performance at half-year is running ahead of annual target with no indication at this stage that this level will not be sustained.
BVPI 15	% Of employees retiring on grounds of ill-health as a percentage of total workforce	0. 13	0. 11	0.03		Again present performance against this indicator is encouraging although it has to be remembered that the final outcome is not wholly within the control of the department.
BVPI 16a	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce	1. 29	1. 20	1.31		Both of these indicators are showing levels of performance within targeted level at half-year although again small changes in total numbers can significantly affect the final outturn.
BVPI 17a	Minority Ethnic community staff as % of total workforce	0. 60	0. 70	0.66		

APPENDIX THREE– PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS (Personnel Services)

Progress against 'other' performance indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	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 %		Progress at half year remains at ceiling of 100%
PS LI 2	Percentage of candidates attending interview who are unsuccessful informed within five working days.	100 %	100 %	100 %		Please refer comment above.
PS LI 3	% Of enquiries for work answered in writing within one week.	100 %	100 %	100 %		Please refer comment above.
PS LI 4	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.	100 %	100 %	100 %		Please refer comment above.

APPENDIX FOUR– PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Personnel Services)

Financial Statement

Please note that whilst this report is reflective of activity within the area of Personnel and Organisational Development the following integrated budget statement is reflective of revised structural arrangements.

LEGAL, ORGANISATION DEVELOPMENT AND HUMAN RESOURCES

Revenue Budget as at 30th September 2007

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	3,132	1,509	1,468	41	1,469
Members Expenses	712	366	363	3	363
Premises	610	110	137	(27)	137
Supplies & Services	914	394	363	31	472
Training Costs	237	20	13	7	29
Civic Catering & Functions	82	41	9	32	11
Legal Expenses	92	92	135	(43)	135
Transport	72	34	32	2	34
Asset Charges	8	0	0	0	0
Agency Related	216	0	0	0	0
Support Services	1,313	0	0	0	0
Total Expenditure	**7,388**	**2,566**	**2,520**	**46**	**2,650**
Income					
Land Charges	-475	-237	-167	(70)	-167
Printing Recharges	-303	-110	-110	0	-110
SLA to Schools	-216	-77	-77	0	-77
Licence Income	-205	-121	-141	20	-141
Other Income	-33	-33	-64	31	-64
Grants	-516	0	0	0	0
Support Service Recharges	-4,407	0	0	0	0
Total Income	**-6,155**	**-578**	**-559**	**(19)**	**-559**
Net Expenditure	**1,233**	**1,988**	**1,961**	**27**	**2,091**

Comments on the above figures:

In overall terms net expenditure is below budget profile at the end of quarter 2. Staffing expenditure is currently below budget profile as the 2007 Pay Award has not yet been settled and therefore this will increase costs once the arrears relating to the April to September period are paid.

APPENDIX FIVE – FINANCIAL STATEMENT (Personnel Services)

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

		Objective	**Performance Indicator**
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u>.
Amber		Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state <u>whether the target is on course to be achieved.</u>
Red		Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.	Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy

SERVICE: Policy and Performance

PERIOD: Quarter 2 to period end 30th September 2007.

1.0   INTRODUCTION

This monitoring report covers the Policy and Performance Department second quarter period up to 30th September 2007. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0   KEY DEVELOPMENTS

The Government published the Comprehensive Spending Review (CSR07) at the beginning of October. As well as setting out public spending plans for the next three years, the review confirmed that NRF will be replaced by a new Working Neighbourhoods Fund, but the full details of where this will be available, what it can be spent on, and the size of the allocations will not be known until December at the earliest. Alongside the review, the targets for government departments were published, as was a new set of 198 indicators for local areas to replace the 1000 or more indicators we currently have to report on.

In Neighbourhood Management, the Delivery and Action Plans for Halton's Neighbourhood Management programme have been completed and approved, and a number of initiatives have been approved for funding.

3.0   EMERGING ISSUES

The Council and its partners are starting to prepare a revised Local Area Agreement (LAA) for negotiation with the Government. It will take the existing Community strategy, and last year's LAA as its starting point. Decisions will be required on priority and focus, which will then be reflected in the selection of 53 indicators for which targets will be agreed with government, and on the allocation of the Area based grant which is an amalgamation of a number of existing funding streams. Progress on the latter will be limited until details of funding allocations from central government are confirmed, hopefully in December. It is likely that there will be pressure to focus on the more deprived areas of Halton.

As indicated above, the government has published headline descriptions of the new, reduced indicator set for local government.   There will be further consultation on detailed definitions over coming months. The 53 targets in the LAA will be drawn from this set of 198, although we can also include other indicators, national or local, in the LAA to help us to track progress on our priorities.

In External funding, the European Commission has continued to apply pressure to the UK government over audit arrangements. Whilst the Borough Council has met the obligations placed on it by the UK government, there is a continuing heavy workload associated with audit visits from EU and Whitehall auditors, and the need to go back over files to ensure retrospective compliance with new guidelines.

A combination of maternity leave, and resignations is affecting the short-term capacity of the Strategic Policy and Partnerships Division. This is being mitigated as far as possible by support from other teams, but that in turn has an impact on progress elsewhere.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	23		18		2		3

Although some minor slippage has occurred in relation to the review of service planning arrangements, and the further embedding of Neighbourhood Management initiatives, progress against key objectives remains largely on track. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	3		1		0		2

Work in relation to PPB work programmes is slightly behind schedule and additional details are provided within Appendix 2.

5.0 SERVICE REVIEW

In July, Inner City Solutions completed a report on the progress of the Halton Strategic Partnership. This was considered by the partnership board at a planning day in September, and will influence both the LAA and the partnership's improvement planning.

In October, Internal Audit conducted a follow-up review of arrangements for community engagement, and found that progress was satisfactory.

It is proposed to use the Neighbourhood Management partnership's Neighbourhood Renewal Advisor to undertake a review of the partnerships past twelve months activity and future engagement and delivery with regard to neighbourhood management amongst key stakeholders. The fieldwork will be done in January 2008 and reported in February 2008 to the Halton Neighbourhood Management Board.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	2		2		0		0

The two key indicators that can be reported at this stage are both presently on track and additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	14		11		1		2

With the exception of the payment of invoices and sickness absence, which are both marginally below target, all of the remaining indicators for the service are on track. Additional 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 - Financial Statement
Appendix 6 - Explanation of traffic light symbols.

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O1	Improve the effectiveness of the support, intelligence and advice provided to the Council and its partners to review policy, resource planning, service delivery and performance.	Review the format of the 2007/08 quarterly monitoring reports to ensure the performance data is in a form that meets the requirements of the primary audience by **30 April 2007**	(green)	As reported in Quarter 1 no amendments were made to the format of reports following an initial review and pending a review of the performance management arrangements planned for later this year.
		Coordinate the implementation of the action plan recommended by the Audit Commission in its report on Halton's management arrangements for securing data quality by **30 September 2007**	(green)	Work is presently in hand and will be further influenced by this years Audit Commission report which should become available during the quarter 3 period. Additional information concerning the findings and recommendations of this report will be provided during the later part of the year.
		Undertake a fundamental review of the service planning process and the performance reporting arrangements and make recommendations for improvement by **30 September 2007**	(red)	As reported in Quarter 1 this review is now rescheduled to be completed during quarter 4 due to competing demands and work is now progressing as planned.
		Monitor performance against Community Strategy targets and review plans **June 2007**	(green)	All SLAs actioned by 31 May deadline, and action plans adopted by LSP for all five priorities. Annual performance review published in April 2007.
		Review Community Engagement Strategy and agree Annual Action Plan **March 2008**	(green)	Practitioners group operational and has adopted action plan. Review of audit plan for engagement took place, and satisfactory report received from Internal Audit Sept 2007.
		Monitor and review Local Area Agreement progress with partners **March 2008**	(green)	Training on LAA PMF taken place with partners. Attended GONW training session on monitoring procedures in advance of mid-year review.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O1 Cont'd	Improve the effectiveness of the support, intelligence and advice provided to the Council and its partners to review policy, resource planning, service delivery and performance.	3 Neighbourhood Management Boards established **June 2007**	(green)	It is proposed to use the partnership's Neighbourhood Renewal Advisor to undertake a review of the partnership's past twelve months activity and future engagement and delivery with regard to neighbourhood management amongst key stakeholders. The fieldwork will be done in January 2008 and reported in February 2008 to the HNMB.
		Establish virtual neighbourhood teams **June 2007**	(red)	Progress slower than hoped, but revised completion date December 2007.
		Prepare Neighbourhood Action Delivery Plan **July 2007**	(red)	Progressing well but slightly slower than planned. Should be signed-off at November meeting of Halton Neighbourhood Management Board.
		Monitor performance against targets and review plans **March 2008**	(green)	On track. Performance management process being developed.
PP O2	Improve the quality and effectiveness of the Council's external communication at a local, regional and national level and internal communication with staff	Review and re-tender for Inside Halton **September 2007**	(green)	Widnes-based Tobin Design has awarded the contract having submitted the most competitive bid.
		Implement phases 2 and 3 of intranet site upgrade by **September 2007**	(green)	Phases 2 and 3 now complete with further developments being identified through web improvement groups
		Conduct review of website and produce strategy and action plan **January 2008**	(green)	Initial meetings have now been held and strategy is now subject to further discussion with Departments.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O2 Cont'd	Improve the quality and effectiveness of the Council's external communication at a local, regional and national level and internal communication with staff	Investigate establishment of Neighbourhood newsletters and community website for 3 pilot areas **September 2007**	🟢	Completed. Agreed that one of the Neighbourhood Management Areas (Castlefields & Windmill Hill) will pilot a resident-led neighbourhood newsletter. First issue due out October 07.
		Complete resident satisfaction surveys **October 2007**	🟢	These have been incorporated into the larger scale Halton Strategic Partnership telephone survey. Work conducted Sept/Oct results due December 2007
		Produce partner 'NM Update' at least bi-monthly; consult partners & review by **December 2007**	🟡	Slight slippage because of delay in staff recruitment; Next issue due out Oct 07. Then Jan 08 with review in March 08
		Produce NM communications & marketing strategy and action plan **January 2008**	🟢	Completed. Communications & Marketing strategy approved by Halton Neighbourhood Management Board July 07.
PP O3	Improve the effectiveness of the service improvement, and overview and scrutiny corporate framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement.	Implement the annual service / business review and efficiency improvement programme by **31 March 2008**	🟢	Progress is being made with the Efficiency Strategy workstreams approved by the Business Efficiency Board (e.g. Accommodation Strategy, review of deployment of agency staff, procurement issues etc). To date the bulk of this work has been undertaken by other departments of the Council.
		Review reconfigured overview and scrutiny arrangements and make recommendations for improvement **December 2007**	🟢	Progress presently on track with review planned for December 2007.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O4	To ensure that the organisation remains fit for purpose through the ongoing development of Business Continuity and Health & Safety arrangements	Test and review arrangements for business continuity in Directorates by **December 2007**		External consultants report produced. Awaiting confirmation of the date for exercise. Certain arrangements were tested during the flood incident at the Municipal Building.
		Investigate external accreditation for Health & Safety by **July 2007**		Provider identified. Management Team have given support for a pilot in C and YP
		Review and amend systems as required by accreditation criteria by **December 2007**		Review and amendments of systems will not take place by December as a result of the pilot not yet commenced
		Apply for accreditation by **March 2008**		On target

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES

Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP05	Work with the Policy and Performance Boards to develop and review policy proposals and hold Executive to account.	Complete 06 – 07 Work Programme by **30th June 2007**		As reported last quarter work continues to progress with completion expected during the quarter 3 period.
		Agree 07-08 Work Programmes for each PPB by **30th June 2007**		Some delay has occurred in achieving this milestone but it is expected that the programme content will be finalised during October.
PP 06	Exploit external funding channels to increase the Council's capacity to deliver on Halton's strategic priorities	Complete follow-up benchmarking activity **Autumn 2007**		Benchmarking statistical data has been completed

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

Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
BVPI 2a[1]	The level of Equality standard for Local Government to which the authority conforms	2	2	2		Awaiting the programming of IDeA Peer Review to challenge progress and action plan route to progress to level 3 by 2009.
BVPI 2b	The duty to report Race Equality (Does the authority have a Race Equality scheme in place (%))	63	68	N/a	Refer comment	Analysis is only undertaken at year end.
BVPI 3	% Of citizens satisfied with the overall service provided by their authority.	58	N/a	N/a	Refer comment	This is a three-year measure as part of the BVPI customer survey. Overall satisfaction has shown an increase from the 55% level recorded in 2003. This represents top quartile performance and is set against a declining national trend (51% average for 2007),
PPLI 4	Overall satisfaction with the communications of the Council (%)	48	N/a	N/a	Refer comment	This is a three-year measure as part of the BVPI customer survey. This represents top-quartile performance for all unitary Councils and above average for all English authorities. Additional methods for measuring satisfaction are to be considered as part of the updated communications strategy
PPLI 5	Satisfaction with internal communications of the Council (%)	78	75	N/a	Refer comment	Issues raised from '07 internal communications survey are to be incorporated into the forthcoming Internal Communications Strategy.

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[1] For Quarter 1 these indicators were contained within the Legal and Member Services Monitoring Report.

APPENDIX THREE– PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS (Policy and Performance)

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
PPLI 6	% Of residents in Halton's NM pilot areas reporting an increase in satisfaction with their neighbourhoods as a place to live.	50	55	N/A	N/A	50% of residents felt that their area had improved, a lot or a little, as a place to live over the last 2 years (Survey 2006). Further surveys are to be undertaken during the course of this year.
PPLI 9	% Of BVPI's showing improvement and / or achieving target.	67.8	69	Refer comment	N/A	This indicator can only be reported annually with 07/08 outturns becoming available following year-end. The baseline for 06/07 shows a considerable number of PI's either achieving target or showing an improved level of performance over the previous year.
PPLI 15	% Of floor targets with positive direction of travel	98	97			Annual performance review in April/May showed most targets moving in right direction.

APPENDIX THREE– PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS (Policy and Performance)

Progress against 'other' Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
PPLI 1	Press releases per annum	594	500	400		Progress is presently on track for annual target to be achieved.
PPLI 2	Local media take-up (%)	78	72	77		Progress is presently on track for annual target to be achieved.
PPLI 3	Value of external funding bids supported (£000,s)	930.7	220	848		£846k secured to date in 2007/08.
BVPI 4	% Of those making complaints who were satisfied with the handling of those complaints	31	N/A	N/A	Refer comment	This is a three-year measure as part of the BV User Satisfaction Survey. The PPB is currently conducting a review of complaint and compliment handling to develop actions that can begin to address this low level of satisfaction.
PPLI 7	% Of NM pilot area residents who feel that they can influence decisions affecting their local area	14.2%	18%	Refer comment	N/A	Both of these measures will form part of a survey to be undertaken in the autumn.
PPLI 8	% Of residents in NM pilot areas aware of Neighbourhood Partnership.	New for 07/08	To be confirmed	Refer comment	N/A	
PPLI 10	% Change in the number of BVPI's in the top quartile as compared to 04 / 05 baseline	-9.8	N/A	Refer comment	N/A	Whilst this indicator gives a measure of performance it has to be remembered that a significant number of amendments were made to the national BVPI data set between 04/05 and 05/06. However the set became more stable from 05/ 06 onwards and therefore next years comparative figures will be more meaningful.
PPLI 11	% Change in the number of BVPI's in the bottom quartile as compared to 04 / 05 baseline	14.6	N/A	Refer comment	N/A	

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

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
PPLI 12	LAA Spend (%)	**100**	**100**	100		Commitment / Spend in line with forecast
PPLI 13	LAA Outputs achieved (%)	95	95	85		Outputs only assessed at mid and end-year. At mid year some slow progress in implementing a number of activities. However, fully expect momentum to now build.
PPLI 14	Proportion of neighbourhood element funding committed / spent	New for 07 / 08	100	100		Commitment/ Spend in line with forecast
PPLI 16	Proportion of Departments with up to date Business Continuity Plans	100	100	100		Progress at quarter 2 remains on target.
PPLI 17	Proportion of Departments with up to date Risk Registers	100	100	100		Progress at quarter 2 remains on target.
PPLI 18	Number of accidents resulting in injuries to staff	64	62	28		Reduction in accidents is marked.
PPLI 19	Number of employees attending emergency planning training exercises (%)	100	100	100		Progress at quarter 2 remains on target.
PPLI 20	% Of Objective 2 Action Plan ERDF committed.	96	N/a	96		Progress at quarter 2 remains on target.
PPLI 21	% Of Objective 2 Action Plan ERDF outputs achieved.	67	80	67		Progress at quarter 2 remains on target.

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

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
PPLI 22	% Of invoices paid within 30 days	94	94	91		Although slightly lower than target level this indicator can be affected by seasonal variation i.e. staff taking leave in the summer months, and by small numbers of invoices being delayed.
PPLI 23	% Of working days lost due to sickness absence within Department	3.6	3.0	4.0		Position at mid-year is marginally above target level and continued monitoring is in place to determine and act upon any trends that may become apparent.

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

POLICY & PERFORMANCE

Revenue Budget as at 30th September 2007

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Item
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,191	1,202	1,209	(7)	1,212
Premises	109	0	0	0	0
Supplies & Services	500	276	278	(2)	389
Corporate Subscriptions	128	100	94	6	58
Agency & Contracted	558	30	17	13	21
Transport	50	27	30	(3)	30
Support Services	3,207	0	0	0	0
Total Expenditure	**6,743**	**1,635**	**1,628**	**7**	**1,710**
Income					
Support Service Recharges	-2,037	0	0	0	0
Emergency Planning Grant	-148	-148	-148	0	-148
Grants	-718	-420	-426	6	-426
Total Income	**-2,903**	**-568**	**-574**	**6**	**-574**
Net Expenditure	**3,840**	**1,067**	**1,054**	**13**	**1,136**

Comments on the above figures:

It is anticipated that overall spending will be within budget by year-end.

Capital Projects as at 30th September 2007

Capital Expenditure	Allocation 07/08	Actual to Date	Allocation Remaining
	£000	**£000**	**£000**
Risk Management	120	0	120
Total	**120**	**0**	**120**

Comments on the above figures

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

APPENDIX FIVE– FINANCIAL STATEMENT

POLICY AND PERFORMANCE DEPARTMENT

Local Strategic Partnership Funded Projects as at 30th September 2007

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	**£000**	**£000**	**£000**
LSP Team	382	160	69	91
Community Empowerment	28	25	25	0
Net Expenditure	**410**	**185**	**94**	**91**

Comments on the above figures:

It is anticipated that overall spending will be in line with budget by year-end.

APPENDIX FIVE– FINANCIAL STATEMENT

APPLICATION OF TRAFFIC LIGHT SYMBOLS

The traffic light symbols are used in the following manner:

		Objective	**Performance Indicator**
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u>.
Amber		Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.
Red		Indicates that it is <u>highly likely or certain that the objective</u> will not be achieved within the appropriate timeframe.	Indicates that the <u>target</u> will not be achieved unless there is an intervention or remedial action taken.

APPENDIX SIX – APPLICATION OF TRAFFIC LIGHT SYMBOLS

QUARTERLY MONITORING REPORT

DIRECTORATE: **Environment**

SERVICE: **Stadium & Hospitality**

PERIOD: **Quarter 2 half-year to period-end 30 September 2007.**

1.0 INTRODUCTION

This quarterly monitoring report covers the Stadium & Hospitality Department second quarter period up to 30 September 2007. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

<u>SCHOOL MEALS</u>

Staff Training

All Primary Catering Supervisors recently attended a Customer Care training course, primarily focused on improving the meal uptake and the quality of service provided to all our customers.

A formal presentation afternoon has been programmed for early November, over 60 Catering Supervisors will receive their customer service qualifications and a further 20 staff will receive their NVQ certificates, presented by The Mayor of Halton. This training has received particular praise from the external assessors.

School Meal Training 2007.xls

New Menus

A recent OFSTED report recommended that further consultation should take place with regard to school meals. Once again, Halton School Meal Service has been pro-active and consulted with the users of the service BEFORE the OFSTED report was published.

All customers and staff have been questioned about which of the new food products have proved most popular, the information has been collected and analysed. Following the analysis of the findings, new

menus for Winter have been produced incorporating the favorite dishes; these menus have recently been distributed.

12135 - Winter
menu 07.pdf

High School Information Leaflet

A target audience for the September term is the year 7's in High Schools; a specific leaflet has been produced that has been distributed to all Secondary School Pupils. The leaflet has been designed with pupils input and has a lively, youthful feel to it.

halton 8pg A6.pdf

THE HALTON STADIUM

Widnes Vikings

Following the defeat in the National League 1 Final on Sunday 7th October a decision was made by the Vikings Board of Directors to place the club into Administration. Presently two groups are looking to bid to form a new company, until either bid, or an alternative bid is recommended by the Administrator, the club is in a state of "Limbo".

The administrator has recently issued the following statement: -

"I have currently received expressions of interest from two parties with regards to the purchase of the Club. Both interested parties have been requested to produce an opening balance sheet, detailed profit and loss account and cash flow statement. To date neither party has supplied this information although one party is well on the way to doing so".

"When this information is received it has to be presented to both the Rugby Football League and the landlord, Halton Borough Council, to establish whether they consider the parties to be acceptable to them to take the Club forward".

Jonathan Avery-Gee
Administrator

It is imperative for the success of the Stadium that it has a main tenant.

Marketing Material

New wedding and conference brochures have been distributed to all

Members and Chief Officers. The Christmas 07 brochure has also been distributed to previous users and an active marketing campaign to new clients is well underway.

We already have a number of bookings for Christmas and the aim this year is to completely sell-out all dates before October 31st.

Function Marquee

The new Function Marquee has now arrived and a formal unveiling took place on Monday 8th October. The internal drapes are ivory with a contrasting valance that can be altered to meet the colour requirements of the individual booking. In the stand there are no support stanchions in the main hall giving 100% clear viewing irrespective of the positioning of tables. Accommodating over 500, it is the largest conference room in the Stadium and in the Borough.

To promote this unique Borough venue a wedding fayre was held in the Marquee on Monday October 7th, over 40 individual companies and in excess of over 500 visitors attended the event. All feedback has been very positive with six events being booked for the new marquee.

Further details and a visual can be seen at WWW.leisure-interiors.com.

Stadium Fitness

Following a £90k investment by the Council a complete refurbishment of Stadium Fitness gym was undertaken. The membership continues to grow and feedback from all users has been excellent. The total of members to date is:

Peak & off-peak   951
Casual   1300
H.L.C users   176

Centre Events

Presently we are running a breast cancer campaign – "Life Cycle" for members to raise funds through sponsorship. Members have to complete a rigorous schedule of 50 miles in one month on one of our static bikes.

We are also at the planning stage for holding a "Pink Ball" in support of breast cancer in February 2008; it is planned that this event will take place in the new Marquee Suite.

During Dec an active marketing campaign is planned, this event has taken place each year and has proved popular with both members and non-members. It takes the form of "12 days of fitness". This initiative is then followed-up by mail early in January (the natural time for fitness

resolutions!)

Halton Regional Table Tennis have a number of events in the next few months including junior national league and British premier league

Staff Training

A number of staff have started or are due to start a range of training that will compliment the activities at Stadium Fitness, they include: - Cybex Fitness Training, First Aid Training, ILM Course and the ISRM Course.

3.0 EMERGING ISSUES

School Meals

Although the level of drop off has not been as high as the National trend, the effect has had a detrimental impact on the trading account. If the present trends continue then the service will continue to operate at a level that was not budgeted for when setting the budget for 07 – 08 and beyond.

The Stadium

As with School Meals no budget provision has been made for the increased energy costs or Stadium Sponsorship. Both will have a negative effect on the trading account for 07/08.

Widnes Vikings

As reported earlier, no firm decision has been made concerning the Widnes Vikings in relation to who the new owners will be, but presently two separate consortiums have expressed an interest. The decision on any acquisition of the Vikings rests solely with the Administrator, although he has advised he will be seeking the views of the Council and the RFL

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	17		16		0		1

Overall progress towards objectives is good. Further details can be found in Appendix 1.

Stadium & Hospitality

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	0	⚫	0	⚫	0	⚫	0

There are no "Other" objectives for this service.

5.0 SERVICE REVIEW

Hospitality Assured

The School Meals Service has recently (Oct 8th & 9th) been externally assessed against the industry quality assurance benchmark criteria. For the service to achieve accreditation it must be judged to have achieved over 60% of the possible marks in 10 separate service areas. The criteria used is industry led and the same criteria is used to judge ALL catering services, public and private, very only 12 Local Authorities have achieved the accreditation to date. The visit went very well and initial feedback from the two assessors has been very positive. A formal report will be issued within the next two weeks.

Stadium Catering

The Stadium has been accredited for the Healthy Stadia Food Charter and is now used as an example of good practice for healthy eating initiatives, Senior Management of the Stadium have recently attended a European seminar on Healthier Stadia as guest speakers.

The recent Annual Report by The Heart of the Mersey praises the excellent work carried out here at the Stadium (pages 16 – 17).

HoM Annual Report
2006_07.pdf

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	7	⚫	3	⚫	4	⚫	0

There are concerns around some areas of financial performance and school meals. Further details can be found in Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	9		7		1		0

Progress towards targets for "Other" indicators is good, with some concern regarding stadium attendance and unit cost of school meal provision. Data is not yet available in respect of numbers registered for free school meals – this will be reported by exception in quarter 3. For further details please refer to Appendix 3.

7.0 PROGRESS AGAINST LPSA TARGETS

There are no LPSA targets for this service.

8.0 RISK CONTROL MEASURES

During the production of the 2007-08 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

There are no Key Service Objectives for this service that have has been assessed and found to have associated 'High' risks. Therefore, there is no progress to report.

9.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

During 2006/07 the service was required to undertake an Equality Impact Assessment. Progress against actions identified through that assessment, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.

There are no High priority actions for this service; therefore, there is no progress to report.

10.0 APPENDICES

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

Stadium & Hospitality

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
SH 01	Increase the community usage of the stadium, encouraging healthier lifestyles and providing opportunities for learning	Review and develop annual community programme - April 07		Completed, ongoing evaluation of community usage.
		Identify market gaps and develop annual plan for HLC scheme - April 07		Plan developed. The number of Leisure Card Holders has increased significantly this year, presently 176, due mainly to a more pro-active marketing campaign.
		Promote monthly availability of IT suite to non corporate audiences - May 07		The programme of usage by PRU pupils is due to start mid-October.
		Develop a list of targeted local volunteer, not for profit and public sector organisations to encourage uptake by disadvantaged groups. Develop a plan for engagement of the identified groups to promote the Stadium facilities - August 07.		Completed and ongoing review to maintain excellent community usage.
		Visit Riverside College Halton and local Sixth Forms at the start of each academic year September 07 to advise and promote to students		Completed, further planned for early 08.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
Stadium & Hospitality

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
		the leisure facilities at The Stadium.		
		Develop Stadium tour and gallery - December 07		Work is ongoing with the Executive Board Portfolio Holder to complete this project by December.
SH 02	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.	Review and update database, identify new fields - April 07		Complete. This database will be the basis from which all telesales and mail shots will be issued.
		Review and identify areas for improvement in line with the Business Plan and Marketing Plan - April 07		Review complete.
		Trial additional food outlets during the forthcoming Rugby Season starting April 07 and Evaluate new food outlet points - September 07		Presently reviewing the new product lines, including the healthier options. Once evaluation is complete a programme of new initiatives will be introduced.
		Conduct and complete a Stadium Benchmarking exercise - October 07		Ongoing.
		Construct a business case - October 07, enabling the Stadium to hold a music concert		Ongoing, discussions between the Portfolio Holder and Stadium Management will result in an Action Plan being produced.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
Stadium & Hospitality

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
		Implement accepted recommendations of 2006 Energy Audit - March 2008		Ongoing, recent Invest to Save bid has been accepted and actions identified are being implemented.
SH 03	Increase the number of Pupils registering and regularly eating free school meals, maximising benefit entitlement to families and improving dietary intake of pupils and carers.	Conduct and complete a School Meal Benchmarking exercise to identify and learn better practice - July 07		A number of Authorities have provided information enabling us to identify our areas of weakness.
		Simplify registration for free school meals by incorporating registration as part of housing benefit application - September 07		This is to be introduced for the start of the January term.
		Identify and target families with children eligible for free school meals to educate and encourage uptake for the academic year starting September 07		An ongoing programme has been developed that encourages parents and guardians to come in to school and speak to Catering Managers and School Meals Supervisors.
		Develop a bespoke Action Plan for each Secondary School following consultation with Pupils - September 07.		Complete and actions being implemented.
		Review, evaluate and		Ongoing

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
Stadium & Hospitality

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
		amend plan – March 08		

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
Stadium & Hospitality

S&HLI 1

No. Of schools complying with National Nutritional Guidelines

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Same as this time last year

Green

Should hit target for the year

Commentary

All schools are fully comliant and have fully embraced the healthy eating concept. The "Whole school approach" to a healthier lifestyle has benefited the School Meals service regarding profile.

S&HLI 8a

% Take up of free school meals to those who are eligible - primary schools

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

No data for same Qtr last year

Amber

May hit target for the year

Commentary

The September start up has seen a slight increase in the number of pupils taking a meal at lunchtime. The new initiative that will be introduced in January should see a significant increase in the number of pupils who are both eligible and those choosing to take a meal.

11 **APPENDIX TWO – PROGRESS AGAINST KEY PERFORMANCE INDICATORS**
Stadium & Hospitality

% Take up of free school meals to those who are eligible - secondary schools

S&HLI 8b

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

No data for same Qtr last year	Amber
	May hit target for the year

Commentary

As with the primary sector a slight increase in both free meal uptake and paid meals has been evident. One of the main reasons is due to a change in the lunch time arrangements at a number of schools. Whenever a school extends the lunch time meal numbers increase. Again as with the primary sector we should see a significant increase in both those pupils who are eligible and the level of uptake once the new system of registration is in place.

No. Of catering staff achieving a formal qualification

S&HLI 3

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Better than this time last year	Green
	Should hit target for the year

Commentary

All catering supervisors have attended and passed a national course on nutrition, a further 26 staff have also achieved an NVQ at level 1 and 2.

S&HLI 4 — No. Of schools awarded the Healthy School Standard accreditation – Phase 1 by 2006, Phase 2 and 3 by 2010

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Better than this time last year

Green — Should hit target for the year

Commentary

The level of support for this initiative has been excellent.

S&HLI 5 — No. Of meals served versus hourly input of labour

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Worse than this time last year

Amber — May hit target for the year

Commentary

Although there has been a slight increase the actual is still slightly below target. We now have very few casual hours in the School Meal system and are presently undertaking a full review that may result in moving staff around slightly depending on the profile required in each school.

13 **APPENDIX TWO – PROGRESS AGAINST KEY PERFORMANCE INDICATORS**
Stadium & Hospitality

S&HLI 16 Increase in the turnover of the Stadium (£k's)

Higher figures represent better performance

Key

- 2006/7
- 2007/8
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Worse than this time last year

Amber

May hit target for the year

Commentary
The actual figure at Q2 is slightly lower than anticipated, this is mainly due to relatively poor attendances at some key matches that where switched to accommodate Sky TV. With the Christmas activities likely to be sold out it is hoped that this position is recoverable.

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2	Progress	Commentary
	Service Delivery Indicators.					
SH LI 02	No. Of: (a) Healthy food initiatives (b) Schools	 6 66	 6 66	 7 66		Excellent progress made, all schools fully supporting the new healthy initiatives
SH LI 06	% Of children's intake of a variety of fruit an vegetables a day	67%	70%	68%		On target for year-end figure.
SH LI 07	% Of healthier menu items in Council canteens	65%	70%	71%		On target.
SH LI 10	No. of people accessing stadium facilities (1,000's)	561	597	259		Slightly down on target, Christmas events should bring this target back in to line.
SH LI 11	Increase in the uptake of the Halton Leisure card	155	170	176		Excellent progress made due mainly to a very pro-active marketing campaign.
	Fair Access Indicators.					
SH LI 14	% of school children registered for free school meals	71%	75%	N/a	N/a	Data not yet available.
	Cost & Efficiency Indicators.					
SH LI 15	Unit cost per visit to the fitness centre	£1.27	£1.20	£1.24		The removal of the VAT exemption for Full Fitness members has resulted in a significant drop in Net Revenue. The increase in full members will help negate this position.
SH LI 17	Total cost per school meal	£1.86	£1.75	£1.84		School meals continues to operate above budget, mainly due to the level of fixed costs and higher levels of food cost.

APPENDIX THREE – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS
Stadium & Hospitality

ENVIRONMENT DIRECTORATE

CAFÉ BARS

HALTON STADIUM

Revenue Spending 2006-07

	Annual Budget £'000	Budget To Date £'000	Actual Spend £'000	Variance (overspend) £'000
Expenditure				
Employee-Operational	200	100	101	-1
Supplies and Services	9	4	10	-6
Food Provisions	108	54	86	-32
Total Expenditure	**317**	**158**	**198**	**-39**
Income				
Sales	-319	-159	-173	13
Total Income	**-319**	**-159**	**-173**	**13**
Net Expenditure	**-2**	**-1**	**25**	**-26**

16   **APPENDIX FOUR – FINANCIAL STATEMENT**
Stadium & Hospitality

ENVIRONMENT DIRECTORATE

STADIUM SERVICES

HALTON STADIUM

Revenue Spending 2006-07

	Annual Budget £'000	Budget To Date £'000	Actual Spend £'000	Variance (overspend) £'000
Expenditure				
Employee-Operational	559	281	317	-35
Employee-Premises	53	26	31	-5
Employee-Administration	246	123	120	3
Premises	488	248	255	-7
Supplies and Services	345	196	212	-16
Food Provisions	182	91	69	22
Bar Provisions	258	129	135	-7
Vehicles	9	5	5	0
Capital Finance	571	286	286	0
Departmental Support Recharges	107	53	53	0
Central Support Recharges	147	74	74	0
Total Expenditure	**2,964**	**1,512**	**1,557**	**-44**
Income				
Sales	-1,012	-514	-472	-42
Fees & Charges	-484	-229	-193	-36
Rents	-147	-72	-72	0
Internal Billing	-70	-35	-80	45
Total Income	**-1,713**	**-851**	**-817**	**-34**
Net Expenditure	**1,252**	**661**	**740**	**-78**

APPENDIX FOUR – FINANCIAL STATEMENT
Stadium & Hospitality

Capital Expenditure - 2007/2008

Hospitality & Stadium

Code	Scheme	2007/2008 Allocation £'000	2007/2008 Spend £'000	2007/2008 Variance £'000
N007	Stadium Minor Works	30	26	4
N024	Stadium Fitness - Renew Equipment	70	70	0
N025	Stadium Function Marquee	30	20	10
		130	**116**	**14**

Environment Directorate.

Domestic Services Division 2007/2008.

Revenue Budget as at 30st September 2007.

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	2,513	1,258	1,268	(10)	1,268
Office Accommodation	97	0	0	0	0
Operational Buildings	18	0	0	0	0
Other Premises Costs	35	19	13	6	13
Supplies & Services	195	101	149	(48)	156
Hired & Contracted Services	15	8	6	2	6
Food Provisions	1,260	538	551	(13)	551
Transport	9	5	5	0	5
Internal Support Costs	70	0	0	0	0
Central Support Costs	177	0	0	0	0
Asset Charges	8	0	0	0	0
Total Expenditure	**4,397**	**1,929**	**1,992**	**(63)**	**1,999**

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APPENDIX FOUR – FINANCIAL STATEMENT
Stadium & Hospitality

Income

Sales - School Meals	-2,080	-844	-731	(113)	-731
Sales - Civic Catering	-162	-40	-43	3	-43
Support Service Income	-107	0	0	0	0
Government Grants	-122	-61	-61	0	-61
Reimbursements & Other Grants	-95	0	0	0	0
School Meals - Free Children's Meals	-943	-472	-472	0	-472
School Meals - Catering Recharges	-293	-147	-156	9	-156
Civic Catering Recharges	-138	-69	-56	(13)	-56
Total Income	**-3,940**	**-1,633**	**-1,519**	**(114)**	**-1,519**
Net Expenditure	**457**	**296**	**473**	**(177)**	**480**

Comments

1. The overspend on labour can be explained as follows:-
   - higher that anticipated levels of sickness
   - an increase in food preperation time resulting from the new nutritional guidelines

2. The overspend on supplies & services can be explained as follows:-
   - increased costs associated with repair & maintenance of ageing kitchen equipment

3. The under recovery of income can be explained as follows:-
   - the new nutritional guide lines maybe having an adverse effect on sales with pupils choosing from alternative lunchtime providers or bringing packed lunches

APPENDIX FOUR – FINANCIAL STATEMENT
Stadium & Hospitality

The traffic light symbols are used in the following manner:

		Objective	**Performance Indicator**
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u>.
Amber		Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.
Red		Indicates that it is <u>highly likely or certain that the objective</u> will not be achieved within the appropriate timeframe.	Indicates that the <u>target</u> will not be achieved unless there is an intervention or remedial action taken.