



**Corporate Services Policy and
Performance Board**

**Tuesday, 26 February 2008 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

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

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 Date Not Specified*

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

Part I

Item No.	Page No.
1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and (subject to certain exceptions in the Code of Conduct for Members) to leave the meeting prior to discussion and voting on the item.	
3. PUBLIC QUESTION TIME	1 - 3
4. EXECUTIVE BOARD MINUTES	4 - 8
5. DEVELOPMENT OF POLICY ISSUES	
(A) LOCAL AUTHORITY CARBON MANAGEMENT PROGRAMME (LACMP)	9 - 53
6. PERFORMANCE MONITORING	
(A) CORPORATE SERVICES POLICY AND PERFORMANCE BOARD WORK PROGRAMME 2008/09	54 - 55
(B) JOB EVALUATION	56 - 58
(C) NEIGHBOURHOOD MANAGEMENT	59 - 60
(D) PERFORMANCE MANAGEMENT REPORTS TO 31 DECEMBER 2007	61 - 152

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

REPORT TO: Corporate Services Policy & Performance Board

DATE: 26 February 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: 26th February 2008
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.

Executive Board – 24th January 2008

79. CPA CORPORATE ASSESSMENT AND JOINT AREA REVIEW OF CHILDREN AND YOUNG PEOPLE

The Board considered a report of the Strategic Director – Corporate and Policy summarising the background to the forthcoming Corporate Assessment and Joint Area Review (JAR) inspections, the process and timetable, and arrangements for the preparation of a self assessment for the Corporate Assessment. It was noted that each of the two inspections would provide evidence to the other.

Members were advised that the Council was required to submit a self assessment to the Inspection Team by 4 February 2008. Work had been in hand for some time in this respect gathering evidence with a workshop for senior managers and interviews of a cross section of Members, staff and partners by experienced inspectors to find out how the Council appeared to outsiders. This information had helped officers to draft a self assessment and a copy was to be circulated to Executive Board Members for comment. However, due to the deadline for submission, it was recommended that authority to finalise the submission be delegated to the Chief Executive in consultation with the Leader.

RESOLVED: That

- (1) the arrangements for the CPA Corporate Assessment and the Joint Area Review of Children’s Services be noted; and
- (2) authority be delegated to the Chief Executive, in consultation with the Leader, to approve the Self Assessment for submission to the Audit Commission.

Executive Board Sub Committee – 13th December 2007

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

The Committee considered:

- (1) whether Members of the press and public should be excluded from the meeting of the Committee during consideration of the following items 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 items 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

63. HALTON VILLAGE YOUTH CLUB FACILITIES, CAMELOT WAY, RUNCORN

The Sub-Committee considered a report which set out the circumstances that had arisen around a building on Camelot Way, Runcorn for which the Council held the freehold and where a dispute had developed between two third parties.

RESOLVED: That having given careful consideration to the issues raised and before making any decision, the Sub-Committee wish to look more widely at the future use of this building. A further report be brought back to the Sub-Committee at the meeting on 21st February 2008.

Executive Board Sub Committee – 24th January 2008

69. REVIEW OF TREASURY MANAGEMENT POLICY STATEMENT (INSTITUTIONS APPROVED FOR INVESTMENT)

The Authority operated a Treasury Management Policy in accordance with the recommendation of the Chartered Institute of Public Finance and Accountancy's Code of Practice. One element of the policy dealt with the Council's policy on lending. This area was last subject to review in January 2006.

The Authority had a clear policy of lending at minimum risk to its capital, and as such had only lent to a specific list of borrowers each with individual limits, which specified the maximum amount to be lent to each counterparty linked to the period of the investment.

At the time of the last review the Council was investing a sum of around £30m. The current level was around £50m, with a negative cash flow anticipated before the year-end, which would reduce this figure to an estimated level of £35 - £40m for the financial year 2008/9.

The current counterparty lending limits were therefore set a little on the low side, resulting in deals being split into smaller sizes and with multiple counterparties so as to keep within the individual counterparty limits. Generally, there was not a problem with this as it meant that the authority was spreading its risk. The downside however, was that the best rates available in the market could not always be secured, which would be deemed to be the price of security, and this should be considered when looking at the comparative performance indicators at the year end.

It was noted that the Council's requirements from the market, the counterparties that were interested in dealing with local authorities and the instruments that could be used were constantly changing. These were the main factors influencing the review of the counterparty lending list.

The different types of organisations and the present economic climate were briefly discussed in the report and were as follows:

- flight to quality;
- the role of the rating agencies;
- building society sector;
- bank sector;
- British banks;
- foreign banks;
- local authorities;
- central government – debt management account
deposit facility; and
- private sector – money market funds

RESOLVED: That the list of institutions shown in the report be accepted.

DECEMBER

The Sub-Committee considered a report which reviewed activities undertaken on the money market as required by the Treasury Management Policy. It was noted that all policy guidelines including the prudential indicators have been complied with.

The report highlighted key issues within:

- short term rates;
- longer term rates;
- temporary borrowing/investments;
- the position at the end of the month; and
- longer term borrowing/investments.

RESOLVED: That the report be noted.

AGENDA ITEM NO.

REPORT TO:	Corporate Services Policy & Performance Board
DATE:	26 February 2008
REPORTING OFFICER:	Strategic Director Environment
SUBJECT:	Local Authority Carbon Management Programme (LACMP)
WARDS:	Borough wide

1. PURPOSE OF THE REPORT

- 1.1. To seek the Board's views on the Council's Strategy and Implementation Plan for the LACMP.

2. RECOMMENDED: that

- i. The Carbon Management Strategy and Implementation Plans be supported and submitted to the Executive Board for approval.

3. SUPPORTING INFORMATION

- 3.1. In May 2007, the Council applied and was accepted onto the Carbon Trust Local Authority Carbon Management Programme. The programme has helped the Council:
 - undertake a systematic analysis of its carbon footprint
 - identify the likely increase in CO² emissions and increasing costs from Council activities if business continues as normal
 - identify opportunities to help manage and reduce carbon emissions and costs over the next five years
- 3.2. As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan (copy attached).
- 3.3. The baseline year for the programme was 2006/07 and emissions from Council buildings (including schools), street lighting, fleet transport, business travel and waste were included in the baseline. In 2006/07, the Council's emissions from the activities produced 24,183 tonnage of CO². Total energy and fuel costs amounted to £4.4m. Assuming the Council took no action to reduce existing trends, based on conservative estimates for gas, electricity and fuel prices, it is estimated that these costs could rise to £5.3m by £2011/12. With emissions rising to 25,151 tonnage of CO².
- 3.4. The Action Plan sets out measures and seeks to reduce the Council's emissions by 20% over the next five years. If achieved this would deliver costs savings of £480,000 per annum once all measures were implemented.

The plan also establishes a aspirational 33% reduction 2013/14. Cost savings in the region of £1.6m may be achieved if these targets were met.

4. **POLICY IMPLICATIONS**

- 4.1. The development of a Carbon Management Strategy fits with the Council's commitment to climate change through the Nottingham Declaration and North West Charter and its commitment to sustainable development in the Corporate Plan.

5. **OTHER IMPLICATIONS**

- 5.1. The implementation of the Action Plan should lead to long term cost savings for the Authority. The Council will be able to use the Plan as a basis for developing a wider climate change strategy to encourage partner organisations, local businesses and residents to tackle the increasing problem of climate change.

6. **IMPLICATIONS FOR COUNCIL PRIORITIES**

Children & Young People - Leadership shown by the Council can promote an awareness of climate change and energy efficiency issues amongst young people.

Employment Learning & Skills in Halton - Following the example of the Council business will effect savings in energy making them more competitive and potentially enabling additional resources which can be directed for business investment and training.

Healthy Halton - Reducing car journeys will have a small beneficial effect in the overall air quality by encouraging healthy lifestyles through walking, cycling and using more public transport.

Safer Halton - A reduction in the dependency in car travel can help reduce road traffic accidents.

Halton's Urban Renewal - An opportunity can be taken through the planning process to encourage greater sustainability across the built environment.

7. **RISK ANALYSIS**

- 7.1. The long term failure to actively manage carbon emissions could lead to financial penalties if the Government proceeds with its proposals for a mandatory capping scheme.



Local Authority Carbon Management Programme
Strategy & Implementation Plan

Local Authority Carbon Management Programme

Halton Borough Council Strategy and Implementation Plan (SIP)

Date: 31 January 2006

Version number: 1

Owner: Dick Tregea, Strategic Director Environment

Approval:

Halton Borough Council Strategy & Implementation Plan

Contents

Management summary	Error! Bookmark not defined.
1 Introduction	3
2 Carbon Management strategy	5
2.1 Context and drivers	5
2.2 Vision	6
2.3 Objectives and targets	6
3 Emissions baseline and projections	7
3.1 Scope	7
3.2 Baseline	7
3.3 Projections	
3.4 Past actions and achievements	14
4 Carbon Management Implementation Plan	15
4.1 Shortlisted actions and emission reduction opportunities	15
4.2 Implementation plan summary	
5 Implementation Plan financing	19
6 Stakeholder management and communications	
6.1 Stakeholder management	20
6.2 Communications Plan	20
7 SIP governance, ownership and management	
7.1 Main roles and responsibilities	21
7.2 Risks and issues management	22
7.3 Reporting and evaluation	22
Appendix A: Individual actions	23

Approvals

Sign-off, approvals, and document status, in accordance with the Local Authority's normal operating procedure.

Halton Borough Council Strategy & Implementation Plan



EXECUTIVE SUMMARY

There is now a global scientific consensus that climate change is happening and is directly related to human activity. Rising global temperatures will bring changes to weather patterns and increased frequency and intensity of extreme weather events. The effects have, and will, continue to be felt here in the United Kingdom as the heat wave of 2003 and the flooding in June 2007 are more likely to occur and in the future their likelihood will increase further.

The trend prediction for the UK anticipates warmer, wetter winters and hotter, drier summers with heavy winter rainfall and extreme weather events. Spring 2007 was the warmest since UK wide records began in 1914. The warm spring followed one of the warmest recorded winters and a run of record breaking years (the last five years are the warmest on record). The summer of 2007 brought the highest rainfall since records began.

The impact of climate change together with the increasing costs of fossil fuel is encouraging organisations to look at how they use energy. By actively managing consumption the Council has the opportunity to limit its energy costs. The Councils' current annual spend in energy is in the region of £3.6m which is predicated to rise in excess of £5m over the next few years if no action is taken. Reducing energy consumption could help reduce costs by in excess of £1m based on 2014/15 predictions.

Climate change is now a major issue of international, national and local concern. There is still time to reduce the impact we are having on climate change if we act now. By changing the way we do things every day at work, we can all contribute locally to make a global impact.

Local Authorities can play a key role in tackling climate change both in terms of reducing costs and carbon emissions from their own operations and encouraging local residents, business and organisations to unite in an effort to reduce emissions locally.

This strategy will setup the Council on a path of changing our current practices over the short to medium/long term ensuring that carbon emissions are considered in the Council's decision making processes. As part of the strategy, the Council will implement a range of projects that will lead to cost and emission reductions. The Council's long term ambition is to reduce its emissions by 33%. The current projects will help reduce emissions by 20% resulting in savings of approximately £450,000.

David Parr
Chief Executive

Tony McDermott MBE
Leader of the Council

Halton Borough Council Strategy & Implementation Plan



FOREWORD FROM THE CARBON TRUST

Cutting carbon emissions as part of the fight against climate change should be a key priority for local authorities - it's all about getting your own house in order and leading by example. The UK government has identified the local authority sector as key to delivering carbon reduction across the UK inline with its Kyoto commitments and the Local Authority Carbon Management programme is designed in response to this. It assists councils in saving money on energy and putting it to good use in other areas, whilst making a positive contribution to the environment by lowering their carbon emissions.

Halton Borough Council was selected in 2007, amidst strong competition, to take part in this ambitious programme. Halton Borough Council partnered with the Carbon Trust on this programme in order to realise vast carbon and cost savings. This Carbon Strategy and Reduction Plan commits the council to a target of reducing CO₂ by 20% by 2015 and underpins potential financial savings to the council of around £450,000.

There are those that can and those that do. Local authorities can contribute significantly to reducing CO₂ emissions. The Carbon Trust is very proud to support Halton Borough Council in their ongoing implementation of carbon management.

Richard Rugg
Head of Public Sector, Carbon Trust

Halton Borough Council Strategy & Implementation Plan



1 INTRODUCTION

1.1 Background to the Carbon Management Programme

The Council has demonstrated its commitment to reducing its emissions by signing the Nottingham Declaration on climate change. The declaration pledges that the Council will take positive action over the coming years to tackle the impact its emissions have on the environment. In this context, the Council was one of 45 authorities selected to participate in the fifth phase of the Carbon Trust's Local Authority Carbon Management Programme (LACMP). The Council's participation in the programme reinforces its commitment to managing energy consumption and will ensure the Council takes planned and practical steps to reduce the impact of its operations on the environment. This strategy is the main outcome of the Council's involvement in the first year of the Programme.

1.2 Timescale

The strategy summarises the Council's position with regard to Carbon Management, provides for the first time a breakdown of the Council's emissions, outlines the work that has been completed to date to reduce emissions and sets out further work that will be undertaken over the next five years.

1.3 Signoff

The development of the strategy has been supported by technical officers from across the authority in each area covered by the Plan. The Strategic Director Environment has provided senior management support and the Executive Board Member Environment has provided political leadership.

The Strategy will be submitted to the Corporate Policy & Performance Board for consideration and formal approval by the Executive Board in March 2008.

2 CARBON MANAGEMENT STRATEGY

2.1 Context and drivers

A wide range of strategies and policy documents influence carbon emission reduction within the Council.

Community Strategy

The Community Strategy provides an overarching framework through which the corporate, strategic and operational plans of the Council and its partners can contribute to community objectives. Through the Strategy the Halton Strategic Partnership aims to encourage sustainable development both locally and more widely to promote regional, national and global gains. The Community Strategy sets out clearly our ambitions for a sustainable future for Halton.

The development and implementation of this strategy will contribute to the Community Strategy's overall objectives.

Service Plans

Annual service plans are an important element of the Council's performance planning framework. They provide the link between the Community Strategy objectives and the work of individual Directorates. Annually, each service plan is required to produce an annual service plan which identifies how service areas will contribute to the overall Community Strategy objectives. The specified actions in this strategy will feed into relevant service plans.

Cost Effectiveness

A guideline principle of the Community Strategy is to deliver services in an economical efficient and effective manner. In addition, as part of the Gershon efficiencies, the Council is required to produce an annual statement demonstrating how it has achieved its efficiency targets. The Carbon Management Strategy will play a key part in delivering efficiencies by reducing consumption and related costs by seeking to improve the performance of the Council's existing activities.

For the first time, the Strategy has set out the Council's carbon footprint and associated energy costs. This improved management information provides the Council with a cost base to make savings from reduced consumption. The actions in the Strategy will help the Council comply with any mandatory emissions capping schemes that are likely to be introduced by 2010.

Community Leadership

The primary focus of this strategy is the carbon emissions that the Council is directly responsible for. By proactively reducing emissions from our own activities, the Council can show leadership and encourage others in the community to adopt a similar approach. The strategy will be used as a basis to develop a wider climate change strategy to encourage local residents to reduce the impact of their activities on the environment.

Climate Change - National Picture

The issue of climate change is growing in importance and increasingly becoming a focus for action in national and regional strategies. Central government has an increasing expectation that local authorities have a significant role to play in helping achieved the Government's national targets for reducing UK emissions by 20% by 2020 and 60% by 2050. Implementation of the Strategy will demonstrate the Council's commitment to contribute to national objectives.

2.2 Vision

The Council's corporate vision for carbon management is:

To manage carbon emissions to deliver long term cost savings, minimise the impact of the Council's activities on the environment and demonstrate its commitment to carbon management to its employees and the wider community.

Objectives

2.3 Strategic Objectives

To deliver long term cost savings from managing carbon emissions

To examine ways to embed and involve staff in the implementation of Carbon Management actions and initiatives

Property

To improve the energy efficiency of Council buildings and schools

To integrate carbon reduction into future building design

Transport

To investigate possible options for reducing carbon emissions from staff and business travel

To reduce the total number of miles travelled

Halton Borough Council Strategy & Implementation Plan



To reduce emission from journeys travelled

To reduce emission from the vehicle fleet

Procurement

To explore opportunities for prompting sustainability through procurement

Street Lighting

To reduce emissions from street lighting but maintain the balance between emissions and community safety.

2.4 Targets

In the light of the work undertaken developing the Strategy and Implementation Plan the following targets have been established.

To reduce the Council's overall emissions by 20% below the baseline year of 2006/07 by March 2013

During the lifetime of the strategy the Council will continue to explore additional carbon reduction initiatives. The Council will review its activities annually and will look to increase this target as and when additional activities emerge. The Council's aspirational target for reducing emissions remains at 33%.

3 EMISSIONS BASELINE AND PROJECTIONS

3.1 Scope

The boundaries set for the baseline included emissions from

- Council buildings
- Schools
- Street lighting
- Fleet Transport
- Business Travel
- Waste

Procurement was seen as having a key impact on the Council's emissions but data collection was excluded given the complexity of collection.

3.2 Baseline

The base year chosen was 2006/07.

Halton Borough Council Strategy & Implementation Plan



The table below is a summary of the Council's Corporate Carbon Footprint for 2006/07.

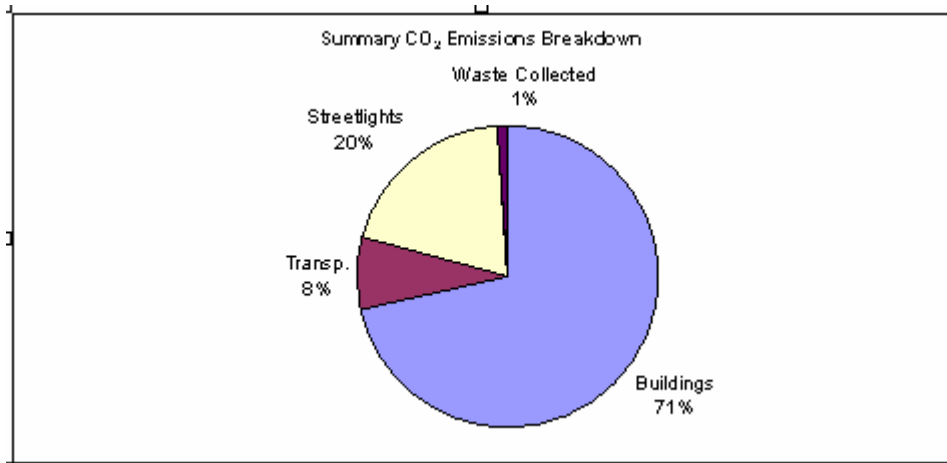
Halton Borough Council	2006/07
Total Tonnes of CO ² emissions	24,190
Total Energy and Fuel Costs	4,259,000

The table below provides a breakdown of the total CO² emissions and costs.

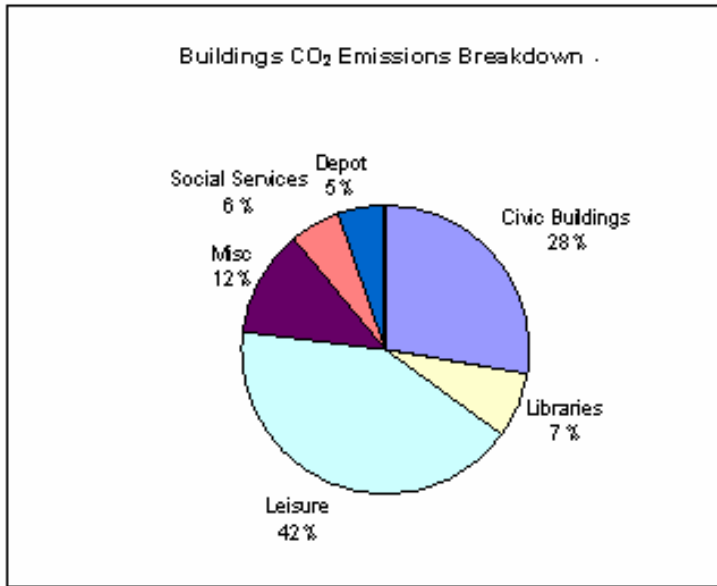
Emissions Area	Cost £	% Overall	CO²	% Overall
Buildings	£1.1m	26%	6,486	26.6%
Schools	£1.2m	27%	10,960	44.8%
Fleet Transport	£0.3m	7%	1,256	5.1%
Business Miles	£0.8m	19%	645	2.6%
Street Lighting	£0.8m	19%	4,835	19.8%
Waste			279	1.1%
	£4.20m		24,461	100.00%

Whilst some data can be treated with a high degree of confidence (electricity, gas, fuel used by vehicle fleet, business miles) the data around waste, business miles by car type, numbers of cars using petrol/ diesel is less reliable and some assumptions were built in.

The diagram below illustrates the CO² emissions for each emission area as a % of the Council's carbon footprint.



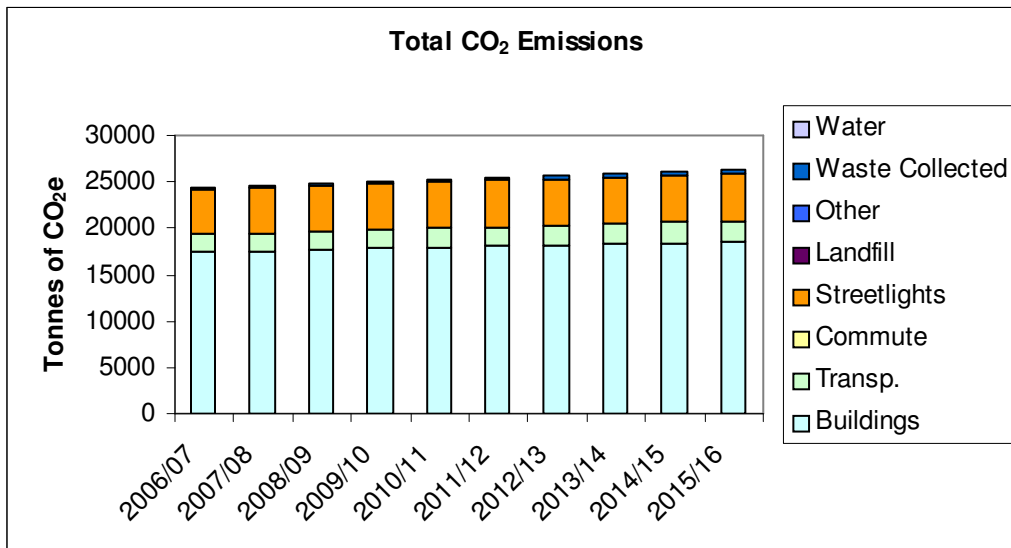
Managing energy consumption in buildings and schools offers the greatest scope for making an impact.



3.3 Business As Usual (BAU) Projections

To help calculate an emissions reduction target within the Strategy a prediction of the Council's CO₂ emissions for the next five years has been calculated. The BAU scenario assumes the Council takes no action to reduce the existing trends in energy use within the Council's control and reflects the efforts of actions already taken or underway to reduce emissions. Therefore, the BAU projections indicate what is expected to happen to the Council's emissions if no further action is taken.

Projected Emissions: Business As Usual



Halton Borough Council Strategy & Implementation Plan



The following is a detailed breakdown of BAU emissions by each area.

	Base Year 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Buildings including schools	17,447	17,569	17,692	17,816	17,941	18,066
Transport (Fleet)	1,256	1,278	1,301	1,325	1,348	1,373
Transport (Business)	645	656	666	680	692	705
Street Lighting	4,835	4,869	4,903	4,937	4,972	5,007
Total CO ²	24,183	24,372	24,564	24,758	24,953	25,151
% increase from baseline	0	0.78	1.56	2.38	3.09	3.85

3.4 Energy Related Costs - BAU

The Council's current spend on energy related costs is approximately £3.6m. Energy prices continue to be volatile and in recent years gas and electricity price rises have been in excess of 10%. Over the next five years based on DTI figures for increases in fuel prices a BAU approach would see the Council's costs increase as follows;

Year	Total Energy Costs
2007/08	£4.4m
2008/09	£4.6m
2009/10	£4.8m
2010/11	£5.0m
2011/12	£5.3m

Based on these conservative cost estimates projected costs will increase by 22% from the base year.

In considering the projections it is also important to bear in mind that the continued modernisation of public services has resulted in, and will continue to have, a significant impact in the operational requirements of the Council building. In particular, extended opening hours for buildings to take account of public expectation of service delivery, extended school and increased flexible working conditions. The Council through its Accommodation Strategy will continue to rationalise its building stock. However, it is difficult to assess the overall impact of the building portfolio at this time.

Calculation Assumptions

- Buildings - 0.7% annual increase in gas and electricity. 3.5% annual increase in prices.
- Transport - 1.8% increase in mileage. 3.6% increase in prices.
- Climate Change Levy - Annual increase of 2%.

3.5 Reduced Emissions Scenario

Through its participation on the LACMP the Council has identified a number of actions (see Section) to reduce its emissions over the coming years. The projected CO² reductions from implementing the actions in the Strategy are shown below together with what could be achieved if the aspirational target of 33% was achieved.

Halton Borough Council Strategy & Implementation Plan



Value At Stake (Vas)

The VAS analysis is defined as the difference between doing nothing (a business as usual approach (BAU)), and taking an active approach to carbon management as part of a systematic CO₂ emissions reduction programme.

The VAS calculation presented below shows that the projected emissions and costs of a BAU approach using the standard Carbon Trust's assumptions of a year on a year increase in energy consumption and prices and energy prices at today's date. The figures are based on the Council achieving its aspirational target of 33% reduction within the lifetime of the strategy.

The following assumptions have been used:

Price

Electricity, Gas and Street lighting 3.5%
 Climate Change Levy 2%
 Petrol/ Diesel 3.6%

Energy Consumption

Electricity, Gas 0.7%
 Fleet/Business miles 1.8%

As the past year has shown energy costs are extremely volatile. Increases were far greater than the assumptions used. For example, Street Lighting prices increased by 60% and Gas prices increased by 30%. Electricity reduced by 18%.

Business As Usual Scenario - Standard Carbon Trust Scenario

The following table and chart below shows the predicted effect on energy costs if no action is taken to control carbon emissions.

Halton Borough Council Strategy & Implementation Plan



The VAS represent the total savings in energy and carbon related costs that can be obtained through adopting a Carbon Management.

Energy related costs (£'000):

Value-at-Stake costs

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total BAU	4,259	4,452	4,653	4,864	5,085	5,315	5,556	5,808	6,072	6,348
Total RES	4,259	4,197	4,135	4,074	4,014	3,955	3,897	3,839	3,783	3,727
VAS per year	0	255	519	790	1,071	1,360	1,660	1,969	2,289	2,621
VAS aggregated savings			774	1,564	2,635	3,995	5,655	7,624	9,913	12,534

Energy related carbon (tCO2):

Value-at-Stake

	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total BAU	24,190	24,380	24,572	24,766	24,961	25,158	25,358	25,558	25,761	25,966
Total RES	24,190	22,980	21,831	20,740	19,703	18,717	17,782	16,893	16,048	15,245
VAS per year	0	1,400	2,741	4,026	5,259	6,441	7,576	8,666	9,713	10,720
VAS aggregated savings			4,141	8,167	13,425	19,866	27,442	36,108	45,821	56,541

3.6 Reduced CO2 Emissions Scenario

The table and charts below show the effect upon both energy costs and CO² emissions if a Carbon Management programme based on a 33% reduction was implemented.

Value at Stake

If the Council achieves its 33% reduction target potentially savings of £2.7m per annum may be achievable (table 1). This is based on a 33% reduction in the predicted energy spend to 2015. There would also be a projected reduction in CO² emissions from 26,000 tonnes per year to 15,241 per year (table 2)

The Value at Stake between the Business as Usual and reduction emissions scenario is set out below in terms of energy related costs and energy related carbon.

Table 1

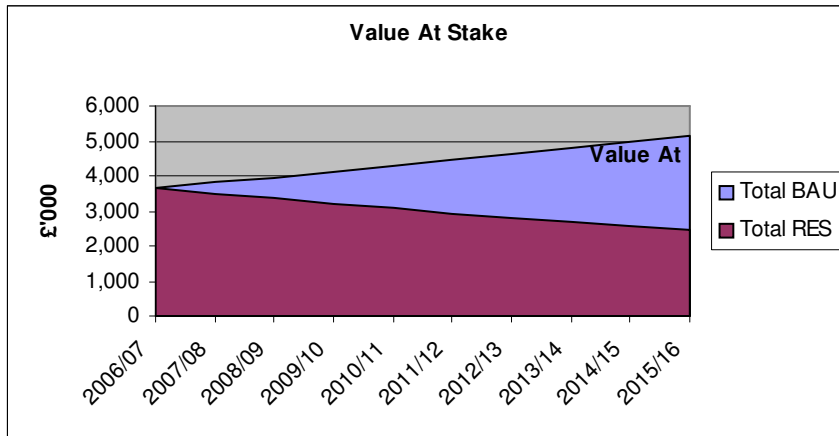
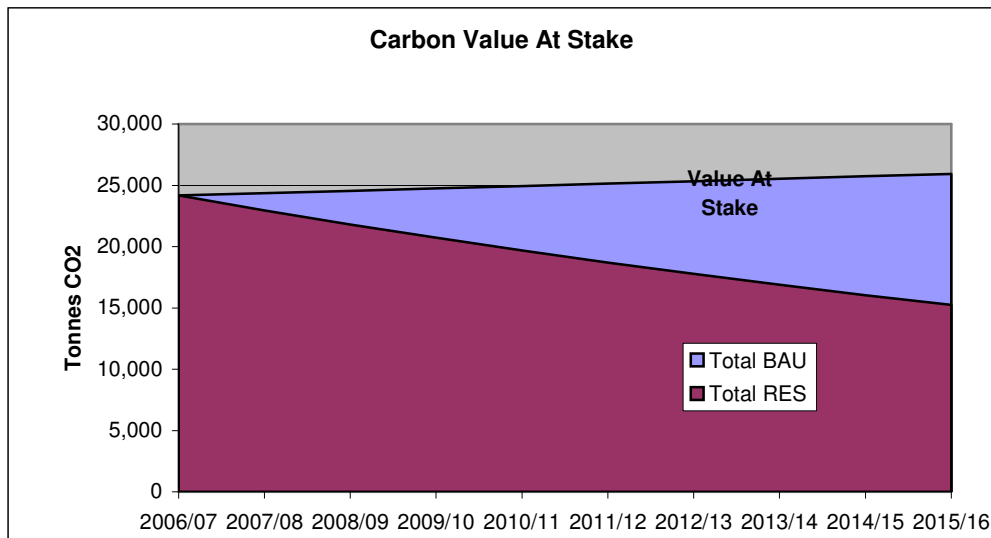


Table 2



3.7 Past Actions and Achievements

Through a series of existing plans and actions the Council has already taken steps to manage its carbon emissions.

Staff Travel

The Council's Travel Plan "on the Move" outlines the Council's commitment to increasing opportunities for sustainable travel and reducing the number of single occupancy journeys to and from and while at work. The Plan sets targets to increase the number of employees walking, cycling, using public transport and car sharing for the journey to and from work and for business purposes. Successful initiatives to date include:-

- the implementation of a car share database
- improved cycle stage facilities at the Council's main buildings (lockers, showers etc)
- introduction of pooled bikes
- introduction of a cycle mileage
- incorporated personalised journey planning as part of the introduction of a bus ticket (Halton Hopper) to cover multi journeys

Procurement Policy

The Council's Procurement Policy seeks to encourage environmentally friendly procurement and supports the minimisation of waste and increased recycling. The Council currently purchases recycled paper, laptops with the latest Intel Core 2 Duo processors (which use 40% less power) and uses recycled IT consumables. The Council's Agresso system has increased the use of electronic procurement methods and reduced the amount of waste paper and resource storage requirements. In terms of stationery, the Council has increased to the percentage of recycled products purchased and reduced the frequency of orders and deliveries.

As part of the Action Plan in this strategy, the Council intendeds to develop a sustainable procurement policy in place to extend its current activities.

Buildings

The Council's Property Services department has implemented numerous energy efficiency schemes across the Council's property portfolio. These are mainly the introduction of roof insulation, double glazing to improve the thermal performance of buildings along with boiler replacement schemes. In 2007/08 these schemes will help reduce the Council's emissions by 33 tonnes CO².

In addition, similar schemes in schools have been introduced. In 2007/08 schemes will help reduce emissions by 75 tonnes CO².

Wigg Island Nature Centre is operated by wind turbine and reharvester rainwater.

The Council's Accommodation Strategy identifies proposals for the rationalisation of accommodation, resulting in a smaller estate either by ending leases or selling properties. Work is already in hand to concentrate staff in the three main Council buildings of Municipal Building, Rutland House and Runcorn Town Hall. As part of this approach the Council will explore opportunities to work with partner agencies to reduce the public sector estate, encourage flexible working arrangements and reduce storage space by greater use of document imaging.

LA21

The Council adopted a LA21 strategy in 2000. The Strategy contains a range of measures to reduce waste and increase recycling, improve energy efficiency, improve access to public transport, improve the biological diversity with Halton and provide a greater range of open spaces for the benefit of local residents.

Waste Strategy

The Council operates over 50 sites and two main civic sites. Recycled paper, bottles, shoes and textiles. Green waste and paper is operated in many areas of the Borough. Trials are currently underway to extend the kerbside recycling to include plastic bottles, cans, glass bottles, jars and cardboard.

Street Lighting

The council purchases 100% of its energy from renewable sources.

Vehicles

The Council's new refuse fleet is compliant with Euro 10 emissions standards. Driver training to encourage fuel efficiency is provided to employees.

4 CARBON MANAGEMENT IMPLEMENTATION PLAN

4.1 Summary of Activities

The following is a summary of the carbon reduction activities that have been identified to date. Further details of each action including costs, benefits, resources, ownership, accountability, performance measures, risks and timing are shown at Appendix 1

Action 2008 - 2013							
Project	Responsibility/Lead Officer	Timescale	Cost (s)	Cost Saving	Funding	Potential carbon savings	Pay Back (years)
BUILDINGS							
Install Powerperfectors in various Council Buildings	John Hughes Head of Property Services	Commencement 2008/09	£137,000	£36,000 pa	Invest to Save budget	206	3
Programme of works to improve lighting, heating and water controls at Stobart Stadium, Halton	Chris Patino Stadium Manager	Ongoing	£49,000	£49,000 over 4 years	Invest to Save budget	30-40	4
Programme of Works to improve heating, water and lighting controls and for photovoltaic tiles at Runcorn Town Hall	John Hughes Head of Property Services	Commencement June 2007 - Completion June 2008	Included in total refurbishment costs	£13,750	Property capital programme	55	
Replacement of old light fittings and tubes, together with incorporation of lighting controls	John Hughes	Subject to funding	£44,020	£10,613	Subject to Invest to Save bid	76.7	4
Replacement boiler and insulation of Picow Farm depot, Glendale and Inglefield	John Hughes	2008/09	£125,000	TBD	Maintenance programme	55	
Explore the feasibility of creating a pilot payback fund for carbon reduction initiatives in Council buildings	John Hughes/Jim Yates	2008/09	TBD	TBD	Submit bid to Invest to Save budget. Match funded by Salix.	TBD	TBD
Cultural change programme (staff awareness campaign, energy champions etc, training for managers)	Michelle Baker/Jim Yates/ Debbie Houghton	March 2008	£10,000	£100,000	Invest to Save budget	650	3/ 4
Engage schools in carbon management programme	TBC	2008/09	TBD	£130,000		1960	
Increase procurement electricity from CHP Services	John Hughes	April 2008	Nil	Nil	Purchase is part of existing energy contract	1430 tonnes	
Integrate carbon management into Building Schools for the Future Programme	Ann McIntyre	2009/10	To be assessed	TBD	To be considered as part of BSF Scheme	To be assessed	TBD

Halton Borough Council Strategy & Implementation Plan



Action 2008 - 2013							
Project	Responsibility/Lead Officer	Timescale	Cost (s)	Cost Saving	Funding	Potential carbon savings	Pay Back (years)
Programme of Energy efficiency measures in schools (replacement of boilers, roof insulation, double glazing)	Phil Dove/John Hughes	Ongoing	£783,800	TBD	Capital repairs budget	132	
Networking of printers to multi functional devices	Pauline Lowe	October 2008	£60,000 for additional server capacity	£150,000 over 3 years	Invest to save budget	50-60	3-4
Review of feasibility of introducing renewable technologies	Strategic Director Environment	2008 - 2013	TBD	TBD	TBD	TBD	
TRANSPORT							
Introduce 5% biofuels in the Council fleet	Geoff Hazlehurst	April 2008	Nil	Nil	N/A	36	1
Link car lease scheme to CO ² emissions	Personnel	April 2008	Nil	Nil	N/A	TBD	TBD
Review current mileage scheme and link to CO ² emissions	Personnel	2009/2010	Nil	Nil	N/A	TBD	TBD
Improve analysis of fleet fuel consumption data	Service Managers	April 2009	Nil	Nil	N/A	125	1-2
OTHER							
Street lighting pilot scheme to change switching levels on lights	Steve Rimmer	2009/10	£20,000 - £30,000	2,000 pa	Subject to Invest to Save budget	15	10
Virtualisation of IT Servers	Julie Birchall	Aug 2008			To be met from IT Capital Programme	40-50	
TOTAL(S)			£1,238,820	£455,363		4891 (20.2%)	
CORPORATE MANAGEMENT							
To ensure that carbon management becomes integral to the way in which the authority delivers its services, it is important that it becomes part of the performance management systems of the Council.	Rob Mackenzie	2008/9	Nil		To ensure carbon management is integrated into the 2008/09 Service Plans	N/A	



Action 2008 - 2013							
Project	Responsibility/Lead Officer	Timescale	Cost (s)	Cost Saving	Funding	Potential carbon savings	Pay Back (years)
DATA COLLECTION & MONITORING							
To ensure that the Carbon Management Action Plan is effectively monitored there will be a need to set up systems for the collection and management of carbon emissions data	Jim Yates	2007/08	Nil		Establish systems to collect carbon emissions data on an ongoing basis	N/A	
Maintain central database of carbon emissions for the authority	Jim Yates	2007/08	Nil		N/A	N/A	

Halton Borough Council Strategy & Implementation Plan

4.2 Implementation Plan Summary

Key milestones for the implementation of the Strategy are shown below.

Key Milestones

Implementation Plan Summary

Draft SIP to Carbon Group	23 January 2008
Draft SIP to Carbon Trust	31 January 2008
Draft SIP to Management Team/Executive Board/ Corporate Board PPB	February/March 2008
Launch SIP	March 2008
Plan and Implement Actions	April 2008 onwards
Monitor SIP	Ongoing
Review and Update SIP	April 2009

5 IMPLEMENTATION PLAN FINANCING

The potential financial benefits to the Council from implementing the carbon management strategy are significant. Energy costs are predicted to rise significantly over the next few years.

Increasing energy and fuel costs and rising levels of consumption over previous years have meant that these areas are key pressures resources for the Council. The Council intends to commit resources to the following projects to reduce its energy consumption and related costs energy.

By not investing in carbon reduction opportunities it is likely that the combination of increasing costs and consumption will continue to place considerable pressure on Council budgets over the coming year.

The Council has identified funding from its Invest to Save budget as follows:

	Total Costs	Cost Savings
Install powerperfactors in buildings	£137,000	£40,000pa
Culture change programme (buildings/schools)	£10,000	£60,000 pa
Programme of energy efficiency work - Halton Stadium	£49,000	£18,000 pa
Networking of computers to multi functional devices	£60,000	£80,000 - £120,000 over three years
Programme of energy efficiency works - Runcorn Town Hall	£230,230	£13,750
Capital projects in schools	£147,011	£4,130pa

The Council will continue to explore the feasibility of establishing a payback energy efficiency fund match funded by Salix to improve energy efficiency in its buildings.

Halton Borough Council Strategy & Implementation Plan



6 STAKEHOLDER MANAGEMENT AND COMMUNICATIONS

6.1 Stakeholder Management

The strategy has been developed with the support of Officers from across the authority. The Executive Director Environment and the Executive Board Member Environment have provided senior management and political support respectively. Officers from Property Services, Fleet Management, Schools, Street Lighting, Transport, Waste, Policy, Procurements, Building Control and Support Services have helped develop the base line and action plan. The Officers will be key to ensuring the delivery and the actions in the strategy over the coming months.

In addition, as actions are implemented it will be necessary to engage more widely with:

- The Executive
- Elected Members
- Senior Managers
- Operational Managers
- Other Council staff

Without the support of all the above stakeholders it is unlikely that the Council will achieve all the cost and emission savings identified in the Plan. The Communication Plan sets out how this programme will communicate and engage with each of these key stakeholder groups.

6.2 Communication Plan

The process of communicating actions and successes to relevant staff is integral to the success of the planned activities. The Council is currently developing a communication strategy as part of its culture change programme.

A brief summary of the proposed communication plan is set out below.

As part of this approach a series of events will be planned to raise the profile of carbon management within the Council together with regular features on progress including energy saving tips and advice relevant to the work place. The approach will be finalised in the coming months. Through its culture change programme the Council intends to develop a network of energy champions to promote and encourage energy awareness.

Stakeholder Name/Group	Issues	Key Messages	Means of Communication	When	Responsibility
Officer Sponsor	Progress against Action Plan		Face to Face meetings	Monthly	Project Co-ordinator
Member Sponsor	Progress against action Plan		Face to face meetings	Monthly	Project Co-ordinator
Core Team	Progress against Action Plan		E mail, phone, meetings	Variable Monthly meetings	Project Co-ordinator
Strategic Directors	Need to maintain top- level commitment for programme.	Need to demonstrate business case for capital investment	Reports to Management Team	Quarterly	Project Co-ordinator
2 nd /3 rd tier Managers	Secure support for Programme, may not be seen as a priority, capacity and resources, lack	Issue is a Council priority, lots of small actions can collectively	Carbon Management bulletins including details of quick wins Intranet	Monthly Monthly As required	Communications Communications Project Co-

Halton Borough Council Strategy & Implementation Plan



Stakeholder Name/Group	Issues	Key Messages	Means of Communication	When	Responsibility
	of awareness	make a difference, Opportunity to save money to reinvest in services	Resource Targeted briefings Pilot studies	As required	coordinator/Communications Project Co-ordinator
All staff	Success of Programme will depend on their cooperation, need to challenge myths, ie "switching off in not worth it", may not see as their issue	Money saved may help secure jobs, success needs their involvement, Small actions can collectively make a difference	In Touch Intranet Awareness campaign Switch off Days	Monthly Continuous Launch Sept 07 Sept 07 thereafter Monthly	Communications Communications Communications Project Co-communications/Communications
Residents	Engagement key to success in wider community	The Council will lead by example and small actions collectively make a difference	Inside Halton, Internet & awareness campaign	Quarterly, Continuous TBC	Communications Communications Communications

7 SIP Governance, Ownership and Management

7.1 Main roles and responsibilities

Progress with the Carbon Management Programme will be responsible for co-ordinating information on progress in the various areas and reporting back on carbon savings.

The Strategic Director Environment will be responsible for reviewing the strategy. The table below shows the key people within the Council with responsibilities for overall management of the strategy.

Carbon Management Implementation Plan Responsibility table.

Activity	Member/Senior Manager	LACMP Co-ordinator	Carbon Management Core Group	Other
Carbon Management Implementation Plan	Dick Tregoe Cllr Phil Harris	Jim Yates/ Debbie Houghton	Core Team	
Carbon Management - Buildings			John Hughes	
Carbon Management - Fleet Vehicles			Geoff Hazlehurst	
Business miles			Council Solicitor	

Halton Borough Council Strategy & Implementation Plan



Activity	Member/Senior Manager	LACMP Co-ordinator	Carbon Management Core Group	Other
Procurement			Jean Morris	
Schools				
Communications			Michelle Baker	
Street Lighting			Stephen Rimmer	

7.2 Risk

The main risks associated with delivery of this strategy as set out below:

RISKS	CONTROLS
Lack of participation from stakeholders	Regular report to highlight financial and environmental benefits of projects
Capacity issues for individual stakeholders	Embed carbon management in to day to day management
Lack of financial resources allocated to programme	Seek opportunities for attracting external funding

7.3 Reporting and Evaluation

Targets will be reviewed annually through the Carbon management Group (in consultation with the Strategic Director Environment and the Executive Board Member Environment, Leisure and Sport. Further actions identified and developed throughout the period of the Strategy will be considered for inclusion in the annual review.

Progress against actions will be monitored through the Carbon Management Group with bi-annual reports to Management Team, the Executive Board and the Corporate Policy & Performance Board .

Achievements will be communicated to stakeholders as detailed in the Communications Strategy (see Section 6.2)

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Staff Awareness Campaign	
Description and notes	
Quantified costs and benefits	Develop an ongoing staff awareness campaign aimed at raising awareness about saving energy. To include developing a network of energy champions possibly linked to the waste champions scheme already in operation. Champions to take a lead in their service areas for ensuring behavioural change to reduce energy consumption.
Resources	<p>The Carbon Trust estimate that energy consumption can be reduced by about 5-15% through good housekeeping and raised staff awareness. A target of 10% reduction in energy due to staff awareness based on 2006/07 figures would achieve the following savings</p> <p>Financial estimate £ 100,000</p> <p>Carbon estimate 650 tonnes CO₂</p> <p>A quick walk around audit of the municipal buildings has shown that in many cases computes/printers are left on overnight, at lunch times and when staff are in meetings. Photocopiers, vending machines are also left on overnight.</p> <p>Halton Stadium has had an Energy Committee for the past six months and through the work of this Committee has realised real reduction on energy and subsequent savings. Between May – August 2007 energy usage has reduced each month by between 3,000-10,000 kwh.</p> <p>A budget of around £10,000 would be required for the campaign</p>
Ownership and accountability	<p>Corporate Marketing and Promotions Officer Overseen by the Carbon Management Group Strategic Directors would need to ensure that Energy Champions were able to participate in the initiative</p>
Ensuring success	<p>Develop sustained campaign Standard to be developed for each area</p> <p>Risk</p> <p>Staff not participating mitigate by linking to Energy champion scheme</p> <p>Lack of management support mitigate by linking Directors/DMTs to champion scheme</p>
Performance / success measure	Reduction in gas and electricity usage by 2% by April 2009 and by 10% by April 2013
Timing	Develop campaign and put in place Energy champion scheme by September 08
Sources of information and guidance	<p>Energy Saving Trust Salix Carbon Trust</p>

Project / Action: Installation of Powerperfectors in Council Buildings	
Description and notes	<p>The powerperfector's main feature is its ability to optimise and improve the source voltage for a whole site and therefore cut energy consumption and thus costs.</p> <p>Operating electrical equipment at higher than optimum voltages leads to significantly higher energy consumption. Equipment like lighting and motors consume more power at higher voltages.</p> <p>Powerperfectors to be installed in the following buildings</p> <ul style="list-style-type: none"> ▪ Halton Stadium ▪ Municipal Building ▪ Widnes Market ▪ Contact Centre ▪ Arts Centre ▪ Waterloo Business Centre ▪ Kingsway Learning Centre ▪ Training Centre ▪ Rutland House ▪ Runcorn Town Hall
Quantified costs and benefits	<p>Powerperfector claim that savings of up to 20% on electricity can be made. Councils that have introduced similar measures confirm that have made savings between 15-20%. Savings of 10% are assumed for this project.</p> <p>Financial Cost £137,000 Emissions reduction 206 tonnes CO₂ per annum based on total electricity demand from these buildings of 4,791,516 kwh (2972.3 tonnes CO₂) Financial Saving £36,010 per annum based on kwh price of 8p Pay back period 3-4 years</p>
Resources	Funding secured through Council Invest to Save Fund
Ownership and accountability	John Hughes Head of Property Services
Ensuring success	<p>Risks - The timescales will be influenced by powerperfector themselves as they have to assess actual load</p> <p>Suitability of sites - Less reduction than anticipated.</p>
Performance / success measure	Reduction in electricity consumption in all sites
Timing	Project to commence April 07 with installation over the following 12 months
Sources of information and guidance	Other authorities that have successfully used powerperfectors.

Halton Borough Council Strategy & Implementation Plan



Project : Fleet vehicles – use of 5% biodiesel mix	
Description and notes	Use of 5% biodiesel mix for fleet vehicles
Quantified costs and benefits	Currently cost neutral Saving 36 tonnes of CO ₂ per yr (based on 393430 litres of white diesel with a 5% bio mix.
Resources	No additional resources currently required
Ownership and accountability	Geoff Hazlehurst
Ensuring success	Continued supply (risk that supply may not be able to meet demand in the future) Risk that cost of biodiesel may increase Limited to a 5% mix to ensure vehicle warranties are maintained Mixed on site but cannot be stored for lengthy periods
Performance / success measure	36tonnes CO ₂ saved per year.
Timing	5% Biodiesel mix is now being used for all diesel fleet vehicles
Sources of information and guidance	CO ₂ emission data provided by manager (from supplier) Fuel consumption data from manager

Project/Action: Project to engage schools in the Carbon Management Programme	
Description and notes	<p>Schools account for 63% of the Council's energy usage (CO² tonnes and costs). Energy usage is likely to increase in schools as the use of ICT and other electric equipment schools and extended schools are encouraged.</p> <p>There is a significant opportunity to engage schools in the Carbon Management Programme and tap into the enthusiasm for pupils for environmental issues. The Council will need to engage with schools if it is to achieve its ambitious target reduction of 33% over the next five years.</p> <p>The baseline forecast indicates that energy usage at a high proportion of the Council's schools is well above the Carbon's Trusts typical and good practice standards. Whilst this may be in part due to the design of older buildings research suggests that through good house keeping schools can save between 5-15% of their energy consumption.</p> <p>The overall aim of the project would initially be to pilot in primary schools a scheme to raise energy awareness possibly linked through the Eco Schools Programme. The programme would focus on:-</p> <p>Reduction in schools energy costs and carbon emissions Improved energy efficiency in schools Energy efficiency in schools</p> <p>There may be an opportunity to link the programme to other council initiatives around transport and waste minimisation</p> <p>The project would comprise background research to identify examples of best practice locally and nationally and possible links to other programmes and funding sources</p> <p>Consultation with schools to identify levels of interest, key contacts, the nature of support schools would like.</p> <p>Provide advice to schools including</p> <ul style="list-style-type: none"> ▪ Ideas/examples for energy efficiency measures in schools ▪ How to run an energy efficiency campaign ▪ Case studies of good practice ▪ No energy days/switch off campaigns
Quantified costs and benefits	<p>It is anticipated that schools who become actively involved in the programme can achieve energy use reductions of between 5-15%</p> <p>A 10% reduction in emissions would create the following savings (based on 2006/07) energy consumptions.</p> <p>Financial savings estimate £130,000 Carbon Saving estimate 1960 tonnes CO²</p>

Halton Borough Council Strategy & Implementation Plan



Project/Action: Project to engage schools in the Carbon Management Programme	
Resources	An overall project lead would be required perhaps within the corporate policy and performance team or within education Services/officers detailed below would need to actively participate
Ownership and accountability	The Project Manager should report to the Carbon Working Group <ul style="list-style-type: none"> ▪ Policy Officer Environment ▪ Building/Property Managers (Corporate and Education) ▪ Communications and Marketing ▪ Caretakers ▪ Head teachers ▪ Governors ▪ Pupils It the scope of the project was widen this may need to include travel and waste officers.
Ensuring success	Success factors - Number of schools engaged in the project Reduction in energy use Number of schemes within schools Risks - Unable to engage schools in the programme Staff capacity
Performance/success measures	Number of schools engaged in the programme At least 5% reduction in schools energy consumption for participating schools Target of 15% reduction by 2013 for leading schools Number of schools with energy efficiency projects
Timing	Pilot Project with identified schools commencing April 07
Sources of information and guidance	Carbon Trust Energy Saving Trust Best Practice Councils Councils in previous phases of the Local Authority Carbon Management Programme

Project / Action: Staff Commuter Initiatives	
Description and Notes	<p>The introduction of an integrated package of measures designed to reduce the carbon emitted by employees and Members of Halton Borough Council as part of their normal 'home to work' commuting or business related travel. Proposed measures include:-</p> <ul style="list-style-type: none"> ▪ Greater use of car share by employees between key Council sites; ▪ Priority car share parking spaces to introduced at all key sites; ▪ Provision of transferable public transport tickets for work related journeys – available at key locations; ▪ Wider marketing and provision of 'pool bikes' for short journeys under 3 miles; ▪ Increased mileage rates for car share's and cyclists; ▪ Introduction of discounted annual public transport passes to employees through the salary sacrifice scheme; ▪ Provision of pre bookable and demand responsive 'door2door' transport for employees for business related journeys; ▪ Requirement for all business related journeys over 25 miles to city centre locations shall where possible be made by train or other public transport; ▪ Provision of more prominent mobility management information in the workplace.
Quantified Costs and Benefits	Reduction of 192 cross river business related single occupancy car trips per week. Of which 60% (115) a new car share journeys and 30% public transport (58) and the remainder 10% cycling (19 trips).
Resources	Provided using existing committed resources.
Ownership and Accountability	Dave Hall Section Leader Transport Co-ordination.
Ensuring Success	Full management buy in and good promotion. Requirement to relaunch and rebrand Council Staff Travel Plan. Also need a champion Member and Senior Officer to steer the campaign.
Performance / Success Measure	Measured through staff surveys and expense claims.
Timing	Phased in over 12 months.
Sources of Information / Guidance	TravelWise and National Commuter Travel Plan Association.

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Integrate carbon savings in the Building Schools for the Future Programme	
Description and notes	The Council is currently planning a large programme of school modernisation including rebuilding and refurbishment of buildings to fit in with the Government's Building Schools for the Future programme. The programme is at the very early stages however is presents a considerable opportunity to choose designs that minimise carbon emissions.
Quantified costs and benefits	Financial costs and potential savings, emissions reductions and pay pack will be assessed as detailed design work is undertaken. Current spend on electricity and gas at the schools is £590,000 total CO ² emissions are 4,731.4. The Council will seek to set targets to reduce costs and emissions.
Resources	Demand on staff time in BSF project team to building into the programme.
Ownership and accountability	Ann McIntyre Business Planning and Resources. Daniel Hennessey - BSF Project Manager
Ensuring success	Success Factors - Ensure carbon management is identified as a priority in the BSF programme. Risks - Financial pressures and other priorities do not allow carbon management considerations to be given sufficient priority. Risk mitigation - early consultation with Project Team to ensure carbon management is built into the programme.
Performance / success measure	To be determined All secondary schools are currently above the typical/good practice benchmark for energy usage (kwh/m ²). The Council will look to establish targets to build schools that are more in line with the typical good practice guidelines.
Timing	Depending on BSF programme
Sources of information and guidance	

Project /Opportunity: Networking of printers to multi functional devices	
Description and notes	The Council currently has in excess of 900 printing devices. Predominantly, these printers are stand along and when the existing contract runs out in October 2008, the Council is looking to develop print solutions that takes advantage of new technologies and moves the Council a solution that takes advantage of networked, multifunctional devices and reduces the number of printers in the organisation.
Quantified costs and benefits	Financial Investment - potential set up costs for additional server capacity to run print software - £60,000. Emissions reduction - 50-60 tonnes Financial savings approximately £159,000 - £200,000 over period from reduced toner costs and replacement equipment. Payback period 2-3 years.
Resources	Staff time from IT, procurement unit, Print Services and Committee and Member Services. Funding secured from Invest to Save budget.
Ownership and accountability	Pauline Lowe, Committee & Member Services
Ensuring success	Ensuring success - Appointment of new partner and implementation of new contract. Reduced no of devices. Risks - developing solution (may give rise to technical if difficulties with network - staff resistance) Risk mitigation - complete audit of buildings/pilot projects prior to full implementation
Performance / success measure	To reduce existing print costs. Reduce volume of paper consumed annually, to reduce number of print devices in the Council by x% (to be determined following initial audit)
Timing	Introduce between July - October 2008
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Programme of Energy Efficiency Measures - Runcorn Town Hall	
Description and notes	<p>The refurbishment of Runcorn Town Hall is being carried out between July 2007 and June 2008. This provides an opportunity to install energy saving measures into the refurbishment. As part of the refurbishments it is proposed to install:</p> <ul style="list-style-type: none"> ▪ photovoltaic panels ▪ lighting controls ▪ triple glazing ▪ brise soleil
Quantified costs and benefits	<p>Financial costs £192,500 Emission reduction - 55 tonnes Financial savings Payback period</p>
Resources	To be funded from refurbishment costs
Ownership and accountability	John Hughes Head of Property Services
Ensuring success	Implementation of efficiency measures in refurbished building
Performance / success measure	Reduction in energy consumption of the Town Hall
Timing	July 2007 - June 2008
Sources of information and guidance	

Project /Opportunity: Programme of works to improve lighting, heating and water controls at the Stobart Stadium Halton	
Description and notes	<p>Following an energy audit at the Stadium a number of recommendations were made to improve lighting, heating and water controls. These include fitting:</p> <ul style="list-style-type: none"> fitting proximity detectors in various stands change light fittings to low energy fittings boiler controls to enable one boiler and pump at a time thermostat controls to the AV handling unit thermostat radiator valves to all radiators timer controls to be fitted to hot water boiler water boilers fitted with time clocks all wash basins to be fitted with push taps solar film fitted on south facing windows rainwater redirected to storage tank
Quantified costs and benefits	<p>Financial investment - £49,000 Emissions reduction - 20 tonnes CO2 Financial Savings</p> <ul style="list-style-type: none"> £10,000 - 2007/08 £18,000 - 2008/09 £20,000 - 2009/10 £20,000 - 2010/11 <p>Payback period - 3 years</p>
Resources	To be funded by Invest to Save budget
Ownership and accountability	Chris Patino - Stadium Manager
Ensuring success	<p>Success factors - completion of work programme</p> <p>Risks - N/A</p>
Performance / success measure	Reduction in energy consumption of the Stadium
Timing	Programme to start - 2008/09
Sources of information and guidance	

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Review Current Mileage Scheme and Link CO ² Emissions	
Description and notes	The Council's existing business mileage scheme is based on engine capacity with allowances increasing in line with the increased CC of a vehicle. It is proposed to review the scheme and replace the current method of determining mileage payments using engine cc with a CO ² emissions banding.
Quantified costs and benefits	Financial costs - staff time Emissions reduction - to be determined on implementation of the scheme. A 100% reduction in emissions for the scheme would save 64 tonnes CO ² Financial savings - a 10% reduction in costs would save £80,000 per annum.
Resources	Staff project team to be determined
Ownership and accountability	Council Solicitor/Strategic Director Environment
Ensuring success	Key success Reduction in business miles/CO ² emissions Reduction in CO ² linked to business trend Risks Trade Union negotiations Staff resistance
Performance / success measure	Reduction in CO ² from business travel
Timing	Commence 2008/09
Sources of information and guidance	Energy saving Trust Carbon Trust

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Link Car Lease Scheme to CO ² Emissions	
Description and notes	<p>The Council operates a car lease scheme for its employees. The cost of a lease car is dependent on the type of vehicle chosen and is dependent on the level of CO² emissions.</p> <p>At present, there is no limit to the Council's scheme on CO² emissions. In order to encourage and promote environment sustainability, it is proposed to limit the lease scheme to cars that have emissions ratings of 200kg/km of CO² or below. This would exclude the most polluting vehicles from the scheme.</p>
Quantified costs and benefits	<p>Financial investment - Nil Emissions reduction Financial savings - Nil Payback period - N/A</p>
Resources	Staff time
Ownership and accountability	Personnel/Divisional Manager Customer Services
Ensuring success	<p>Success factors</p> <p>Reduction in CO² emissions from lease scheme</p> <p>No vehicles above 200 kg/km supported by Council through the lease scheme</p> <p>Risks</p> <p>Trade Union restrictions Staff resistance</p>
Performance / success measure	Reduction in CO ² emission from lease scheme
Timing	April 2008
Sources of information and guidance	

Project /Opportunity: Explore feasibility of creating a pilot payback fund for carbon reduction measures	
Description and notes	Much of the Council's building structure is old and in recent years has suffered from wider investment. The Council's carbon baseline shows that the majority of buildings are inefficient compared to the Carbon Trust's typical and good practice benchmarks. The Council currently spends in excess of £1m annually on fuel costs. Improving infrastructure through better lighting, heating and water controls and improved insulation could reduce costs.
Quantified costs and benefits	Financial costs - £250,000 set up to costs which potentially could be match funded by Salix creating a pot of £500,000. Financial savings - dependent on schemes but a 10% reduction could realise savings of £100,000 Payback - dependent on schemes
Resources	Resources - subject to Invest to save scheme bid. Staff time in assessing/developing the fund.
Ownership and accountability	John Hughes - Head of Property Services Jim Yates - LACMP Co-ordinator
Ensuring success	Key success Improved business infrastructure Reduction of CO ² emissions from buildings Implementation of energy efficiency schemes Risks Staff capacity Securing sufficient funding from Invest to Save budget Payback periods under five years
Performance / success measure	Reduction in CO ² from key buildings
Timing	2008/09
Sources of information and guidance	Carbon Trust Salix Energy Saving Trust

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Energy efficiency resources to be considered as part of the schools capital repairs budget					
Description and notes	These projects consist of the introduction of insulation, generally at roof level, together with double glazed window installations, both of which are in order to improve the thermal performance of the buildings, along with boiler replacements at various premises which are all part of the 2008/09 schools maintenance programme. The final confirmation of the projects which are to proceed have yet to be confirmed so this list is likely to change.				
Quantified costs and benefits	Building	Capital cost	Annual consumption in KWh	Annual cost saving	Annual TCO2 saving
	Fairfield Juniors boiler	46,000	275,069	553(15%)	15.2(25%)
	The Heath Comprehensive Boiler	230,000	1,572,694	2,000(15%)	77.55(25%)
	Windmill Hill Primary Boiler	138,000	356,104	642(15%)	19.1(25%)
	Weston Primary Boiler	51,750	241,221	181(10%)	10.85(25%)
	Victoria Road Boiler	63,250	179,250	154(5%)	1.7(5%)
	The Heath Comprehensive windows	28,750	1,572,694	133 (1%)	2.9(1%)
	Pewithall Primary windows	57,500	243,836	100 (2%)	1 (1%)
	Oakfield Primary windows	63,250	1,011,203	165(1%)	1.9(1%)
	Farnworth Windows	51,750	443,295	145(2%)	1.6(2%)
	The Grange infants roofing	40,250	147,011	60(2%)	0.5(2%)
	Ditton CE Primary windows	13,800	112,597	50(2%)	0.4(2%)
	Total	£783,800			132.7
	Savings based on 25% reduction in CO2 emissions when converting from oil to gas.(see below), and a 15% cost saving. 5% saving when replace gas boiler.				
Gas conversion factors used 0.19kg CO2/KWh Cost savings based on a gas cost of 2.3p KW/h					

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Energy efficiency resources to be considered as part of the schools capital repairs budget	
Resources	This work will be carried out during the year 2008/09
Ownership and accountability	These projects will be delivered through Property Services, the Head of Operations being responsible for them, with the Operation Director being ultimately accountable.
Ensuring success	Success can only be established once a years worth of energy data has been collated to establish if a reduction in energy consumption has taken place.
Performance / success measure	The measure of performance will be the overall reduction in energy consumption at the individual sites.
Timing	Works completed in the year 2008/09
Sources of information and guidance	The reduction in energy consumption within gas fired boilers as opposed to oil is taken from Carbon Trust data, GPG 381 Energy efficient boilers and heat distribution systems and GPG 369 Energy efficient operation of boilers. It is also based on a good practise case study undertaken at Belfast University.

Project /Opportunity: Consideration of renewable energy for Council buildings	
Description and notes	<p>Renewable energy is a fast developing area of technology and offers opportunities for reducing the Council's carbon footprint. However, renewable solutions may only be appropriate in certain circumstances. Potential technologies that could be considered include:</p> <ul style="list-style-type: none"> ▪ Photovoltaic ▪ Wind turbines ▪ Biomass ▪ Solar water heating <p>Within the life time of the plan the Council will seek to evaluate the potential to integrate renewable energy within its portfolio and consider as part of any major building refurbishment.</p>
Quantified costs and benefits	<p>The Council has a total portfolio of 65 buildings. A reduction of 5% of the Council's electricity consumption from renewable sources by March 2013 could deliver substantial savings.</p> <p>Investment would be dependent on the type of renewable technologies pursued. It is likely that the payback for renewable schemes will generally be larger than traditional energy projects but renewable energy projects can help the Council meets its emissions targets and send a strong message to the wider community about the Council's commitments.</p>
Resources	Dependent on schemes to be considered. Other sources of funding/grants may be available.
Ownership and accountability	Head of Property Services/Strategic Director Environment
Ensuring success	<p>Key successes</p> <p>Visible commitment to carbon reduction encourages wider community</p> <p>Reduced emissions</p> <p>Risks</p> <p>Availability of funding Management capacity</p>
Performance / success measure	Dependent on implementation of schemes
Timing	Within time frame of action plan
Sources of information and guidance	Carbon Trust Energy Saving Trust Salix

Project /Opportunity: Pilot scheme to change switching levels on street lights	
Description and notes	The Council has a street lighting portfolio of approximately 20,000 columns. The total spend on street lights is in excess of £1m per annum. By changing the switching levels on columns from 75 lux to 55 lux there is a potential to reduce the time lights are on by 8 minutes per day. It is estimated that there is a cost of £30 per column to fit the charging switch.
Quantified costs and benefits	Financial costs - £20,000 - £30,000 Emissions reduction - 5% reduction in emissions, 25 tonnes of CO ² based on trial of 1,000 columns Financial savings Payback
Resources	Financial resources - subject to bid to Invest to Save budget.
Ownership and accountability	Stephen Rimmer Head of Street Lighting
Ensuring success	Key success Switching levels fitted to street columns Risks Securing financial resources
Performance / success measure	5% reduction in emissions and costs
Timing	2008/09
Sources of information and guidance	

Project /Opportunity: Improve analysis of fleet fuel consumption	
Description and notes	The Council currently records fuel consumption for individual service areas. Improved monitoring of information by service managers to individual vehicles will enable efficiency measures to be recorded and enable optimum use of fuel resources and help identify which vehicles are inefficient.
Quantified costs and benefits	Financial costs - within existing resources Emissions reduction - a 100% reduction in fuel consumption could save 125 tonnes CO ² per annum. Financial savings - a 10% reduction in fuel consumption could save £35,000 per annum
Resources	Managers time to monitor consumption of their vehicle fleet. Fleet management time to distribute data.
Ownership and accountability	
Ensuring success	Key success Reduction in annual fuel consumption. Improved fuel management information. Risks Management capacity
Performance / success measure	Reduction of annual fuel consumption
Timing	April 2008
Sources of information and guidance	

Project /Opportunity: Corporate Maintenance Projects 2008/09					
Description and notes	There are a limited number of projects in the next financial year 08/09 which will have a positive impact on reducing carbon emissions. There are 2 replacement boiler projects converting from oil to gas together with one window replacement project.				
Quantified costs and benefits	Building	cost	Annual consumption KWh	Cost saving	saving in TCO2
	Picow Farm Depot Boiler	92,000	1,500,000	1500	50(25%)
	Glendale Boiler	23,000	80,000	160	4.4(25%)
	Inglefield windows	10,000	171,174	60(2%)	0.65(2%)
	Total				55.05
	Savings based on 25% reduction in CO2 emissions when converting from oil to gas.(see below). Gas conversion factors used 0.19kg CO2/KWh Cost savings based on a gas cost of 2.3p KW/h				
Resources	This work is all being carried out during the year 2008/09				
Ownership and accountability	These projects will be delivered through Property Services, the Head of Operations being responsible for them, with the Operation Director being ultimately accountable.				
Ensuring success	Success can only be established once a years worth of energy data has been collated to establish if a reduction in energy consumption has taken place.				
Performance / success measure	The measure of performance will be the overall reduction in energy consumption at the individual sites.				
Timing	Works completed in the year 2008/09				
Sources of information and guidance	The reduction in energy consumption within gas fired boilers as opposed to oil is taken from Carbon Trust data, GPG 381 Energy efficient boilers and heat distribution systems and GPG 369 Energy efficient operation of boilers. It is also based on a good practise case study undertaken at Belfast University.				

Halton Borough Council Strategy & Implementation Plan



Project /Opportunity: Development of a sustainable procurement policy	
Description and notes	The Council through its procurement team had indicated a number of schemes to encourage a more sustainable approach to the Council's procurement arrangements. The Council wishes to extend these and develop a sustainable procurement policy across the organisation.
Quantified costs and benefits	Financial costs - as yet unidentified Emissions costs - as ye unidentified
Resources	Dedicated staff time to develop policy
Ownership and accountability	Head of Procurement
Ensuring success	
Performance / success measure	
Timing	2009
Sources of information and guidance	Carbon Trust IDeA Energy Saving Trust

Project /Opportunity: Lighting Upgrades Various Buildings						
Description and notes	<p>This project consists of the replacement of old light fittings and tubes together with the introduction of lighting controls where appropriate within a number of the larger corporate building within the authority.</p> <p>The new lights consist of the latest energy efficient type fittings which use considerable less energy than the existing fittings.</p>					
Quantified costs and benefits	Building	cost	Saving in KWh/ annum	Cost saving	TCO2 saving	Payback period/ years
	Grosvenor House	£16,950	17,264	£1,387	5.1	12
	Rutland House	£12,700	13,780	£1,146	4.1	11
	Training Centre	£7,620	18,975	£1,524	5.5	5
	Kingsway Centre	£8,250	32,175	£2,059	16.8	4
	Municipal Building	£21,150	82,500	£5,280	43.1	4
	Catalyst House	£7,000	21,750	£1,750	11.3	4
	Total	£56,720	186,444	£13,146	85.9	
<p>Costs savings based on electric cost of 8.032pKWh @ sub 100 sites & 6.4pKWh @ half hourly sites. Electric conversion factors used 0.523kgCO₂/KWh for plus 100kw contract 0.295kgCO₂/KWh for sub 100kw contract</p> <p>Savings based on average usage of lights 8am to 5pm 5 days a week average 30% saving due to lighting controls.</p>						
Resources	Currently there are no resources to undertake this work. A bid will be made to the invest to save fund in respect of carrying out this work					
Ownership and accountability	<p>This project would be delivered through Property Services, the Head of Operations being responsible for it, with the Operation Director being ultimately accountable.</p> <p>Progress on the project would be reported to the Lead on the carbon management programme via property Services.</p>					
Ensuring success	The new type fittings have been proved to be more energy efficient and therefore will save energy, the actual amount will depend on the amount of hours the fittings are on for. It will not be possible to carry out an assessment of actual savings made based on meter readings due to there being a variety of other factors that affect energy usage. Savings can only be calculated by assessing the number of hours the fittings are on and multiplying this by the know energy consumption of the new fittings against the old.					
Performance / success measure	The measure of performance will be the overall reduction in energy consumption at the individual sites.					
Timing	Timescales are as yet unknown due to no funding currently being available.					
Sources of information and guidance	Data in respect for energy usage has been taken from our electrical consultants and contractors who carried out the feasibility into the replacement of light fittings on our behalf.					

REPORT TO: Corporate Services Policy & Performance Board

DATE: 26th February 2008

REPORTING OFFICER: Strategic Director – Corporate and Policy

SUBJECT: Corporate Services Policy & Performance Board
Work Programme 2008/09

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 The Report asks Members to decide on a work programme of two to four topics to be undertaken in the next municipal year.

2.0 RECOMMENDED: that the Policy and Performance Board decide on a work programme of two to four topics to be examined in 2008/09.

3.0 SUPPORTING INFORMATION

3.1 Members will recall that at its last meeting, the Board resolved that:

1. The Board develop and informally consult on a short list of its 2008/09 topic suggestions ahead of the 26th February meeting, bearing in mind the Council's topic selection criteria.
2. At its meeting on 26th February, the Board decide on a work programme of two to four topics to be examined in 2008/09.

Members will recall that the following topics were considered as initial ideas to be included in the programme for 2008/09

- (1) Customer focus
- (2) Flexible Working Practices
- (3) Market and Industrial Units
- (4) Access to Services
- (5) Transfer of Assets.

Members are therefore asked to consider those topics and any additional ideas with a view to formulating a work programme for the next municipal year.

4.0 POLICY IMPLICATIONS

4.1 There are no direct policy implications.

5.0 OTHER IMPLICATIONS

5.1 There are none.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

None.

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 RISK ANALYSIS

7.1 No risk assessment is necessary.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 No specific issues.

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

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

AGENDA ITEM NO.

REPORT TO: Corporate and Policy Performance Board

DATE: 26 February 2008

REPORTING OFFICER: Strategic Director – Corporate and Policy

SUBJECT: Job Evaluation

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To report progress on the implementation of the National Job Evaluation Scheme.

2.0 RECOMMENDED: That the content of this report be noted.**3.0 SUPPORTING INFORMATION**

3.1 The Council implemented the outcomes for the recent pay and grading review at the end of January 2008. All affected employees received a personal letter setting out the full details of the new pay structure and their individual grade within that structure.

3.2 An appeals process has been established and employees have until 31st March 2008 to lodge an appeal. Thereafter, appeals will be heard by a joint union/management Appeals Panel on a priority basis, with posts that have gone down being heard first.

3.3 Work is now being undertaken to update the payroll system with the new pay structure to enable employees pay to be adjusted accordingly.

3.4 The announcement of the outcomes of the Review have been mixed, with some staff obviously disappointed with their new grade, even if the grade has not gone down. However, on the whole, staff should be commended for the positive approach they have adopted to the process. There has been no disruption to services and all enquiries have been made in a professional and reasonable manner.

3.5 The Pay and Grading Review was undertaken to eradicate, as far as is possible, any bias in pay, related to gender and to best protect the Council from any tribunal claims. It reflects the councils approach to the payment of its male and female employees and the eradication of any discriminatory practices. This was robustly tested by the trade unions national office before they proceeded to ballot.

3.6 Continual monitoring for any potential inequalities will be made on the pay structure on an on-going basis. It is not possible at this stage to be

specific on the numbers of posts, which have increased in grade, decreased in grade or stayed the same until the appeals process is complete. Additionally, work is still being undertaken to analyse all non-teaching jobs in schools.

3.7 However, whilst it is felt that future claims of equal pay have been minimised, work is still to be done in settling any potential equal pay claims which are historical in nature i.e. pertaining to the last six years. The Council has instructed Weightmans to act as their representative on these matters.

3.8 Additionally, management and unions are re-negotiating premium payments and local agreements such as consolidated rates to maintain corporate consistency in terms of the pay structure.

4.0 POLICY IMPLICATIONS

4.1 The implications on the pay policy are as set out in this report.

5.0 OTHER IMPLICATIONS

5.1 None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

None.

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 RISK ANALYSIS

- 7.1 Undertaking the Pay and Grading Review will potentially reduce the financial implications of the failure to eradicate any discriminatory pay practices from the Councils current pay arrangements.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 The Council is better protected from future challenge of equal pay based on gender through the action it has taken by undertaking a Pay and Grading review.

9.0 FINANCIAL IMPLICATIONS

- 9.1 The Council has made provision over recent years through the medium term financial planning process to deal with the eventualities of the Pay and Grading.

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

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

REPORT TO: Corporate Service Policy & Performance Board

DATE: 26th February 2008

REPORTING OFFICER: Strategic Director, Corporate & Policy

SUBJECT: Neighbourhood Management

WARDS: Appleton, Castlefields, Halton Lea, Kingsway, Riverside, Windmill Hill

1.0 PURPOSE OF THE REPORT

1.1 To report on progress on developing neighbourhood management in Halton over the past twelve months and on future challenges and opportunities.

2.0 RECOMMENDATION: That

- (1) the presentation be received, and**
- (2) further progress reports are made to the board twice yearly.**

3.0 SUPPORTING INFORMATION

The development of neighbourhood management arrangements has been underway in three areas of Halton for over twelve months now. The work is funded through the Local Area Agreement. This Board is responsible for scrutiny of these arrangements. The Director of Neighbourhood Management will give a presentation on progress to date in Halton and future challenges and opportunities.

4.0 POLICY IMPLICATIONS

Neighbourhood Management is intended to help the Council and its partners to deliver the objectives in the Community Strategy and Corporate Plan in relation to closing the gap between the quality of life in the most disadvantaged areas and that in the rest of Halton

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

6.2 Employment, Learning and Skills in Halton

6.3 A Healthy Halton

6.4 A Safer Halton

6.5 Halton's Urban Renewal

Neighbourhood Management aims to support the delivery of objectives under all of the Council's key priority areas.

7.0 RISK ANALYSIS

There are no risks associated with this presentation. More generally the risks with neighbourhood management relate to failure to deliver the desired improvements in all five priority areas, and failure to ensure sustainability after the LAA funding expires in 2010. These are addressed through the preparation and monitoring of a delivery plan

8.0 EQUALITY AND DIVERSITY ISSUES

Neighbourhood Management aims to reduce geographical inequalities within the Borough.

9.0 REASON(S) FOR DECISION

Not applicable.

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Not Applicable

11.0 IMPLEMENTATION DATE

Not applicable

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

Document	Place of Inspection	Contact Officer
National Strategy for Neighbourhood Renewal	Municipal Building	Rob MacKenzie
Halton LAA	Municipal Building	Rob MacKenzie
Halton Neighbourhood Management Delivery Plan 2007-2010	Neighbourhood Management Office, Runcorn Town Hall	Nick Mannion

REPORT TO: Corporate Services PPB

DATE: 26 February 2008

REPORTING OFFICER: Chief Executive

SUBJECT: Performance Management Reports
Quarter 3 31st December 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 3rd 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 3 to period end 31st December 2007

1.0 INTRODUCTION

This Monitoring Report covers the Exchequer and Customer Services third quarter period up to period end 31st December 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 5.

2.0 KEY DEVELOPMENTS

There are no key developments to be reported this quarter

3.0 EMERGING ISSUES

There are no emerging issues to be reported this quarter.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	8		6		0		2
--------------	----------	---	----------	---	----------	---	----------

With two exceptions, relating to the extension of IT applications within revenues and benefits, progress against service objectives remains on track. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	2		0		1		1
--------------	----------	---	----------	---	----------	---	----------

Some delay has occurred for the remaining 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 this quarter.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	7		6		1		0
--------------	----------	---	----------	---	----------	---	----------

With the exception of the payment of invoices, which is marginally below targeted level at this quarter, all key indicators are on track to achieve annual targets and additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS






Total	3		3		0		0
--------------	----------	---	----------	---	----------	---	----------




All of the remaining performance indicators are presently on track to achieve annual targeted levels and therefore are not being reported by exception at this time.

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 - Debtor Summary Statistics
- Appendix 5 - Financial Statement
- Appendix 6 - Use of traffic light symbols

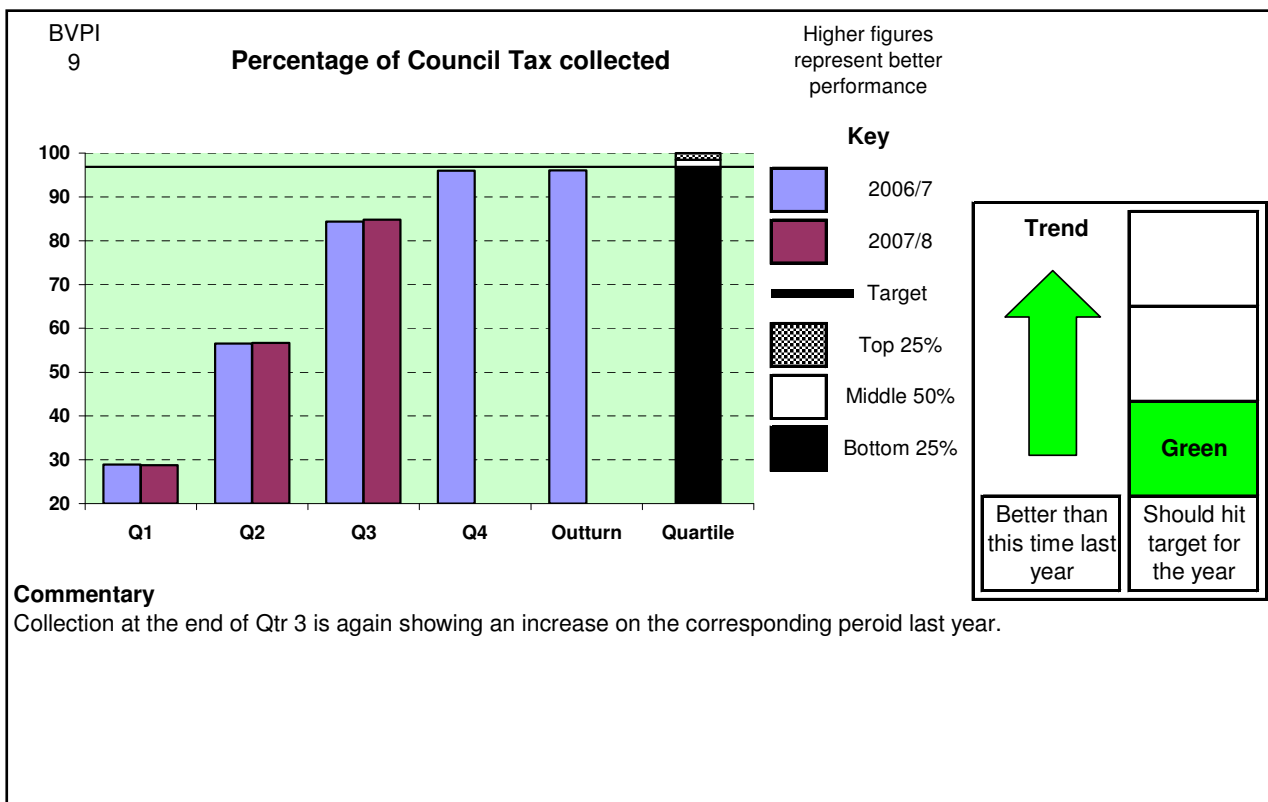
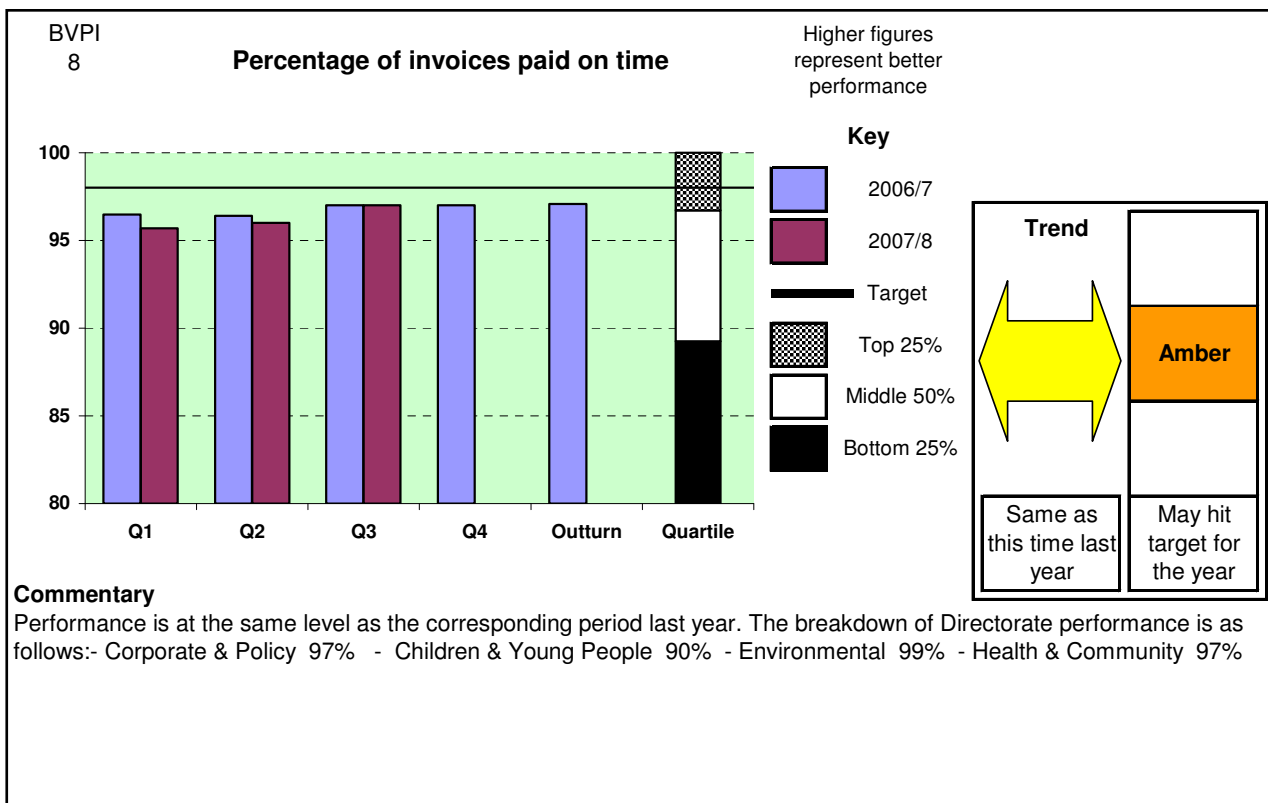
Progress against 'key' objectives

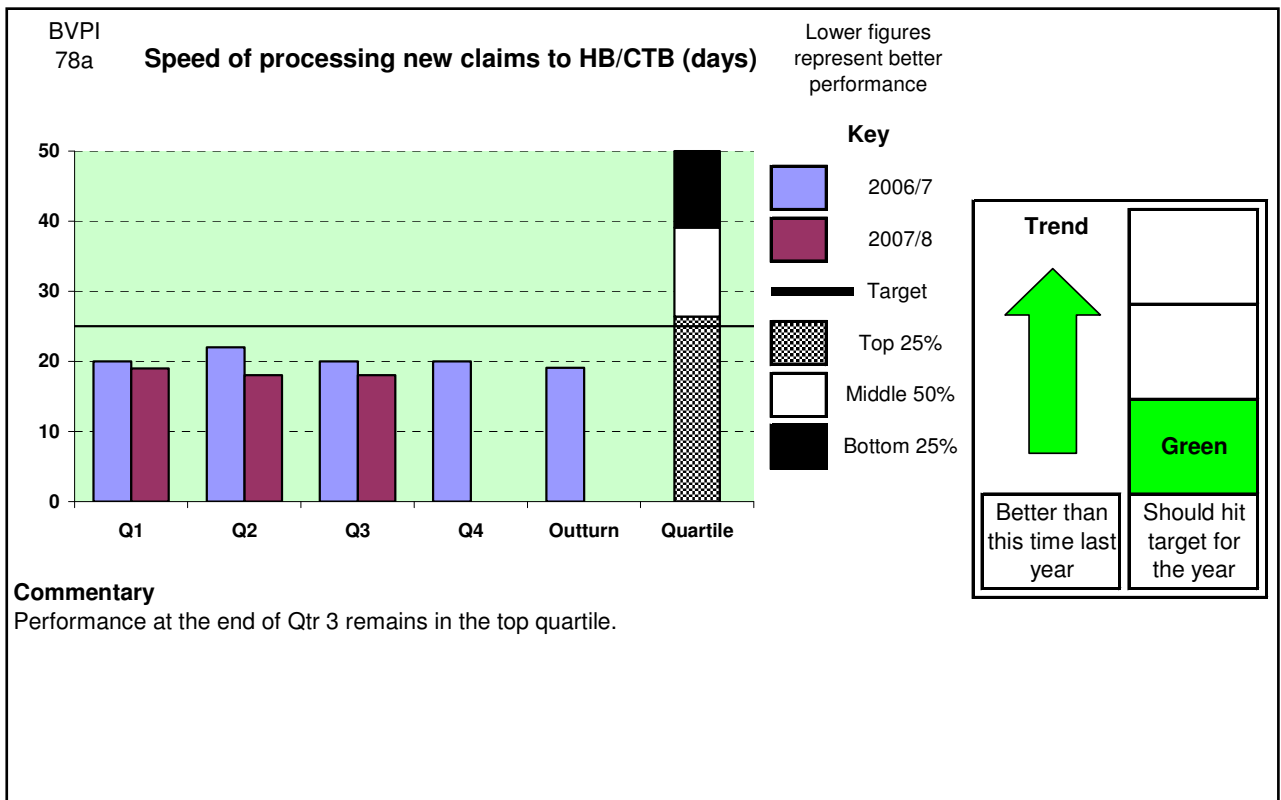
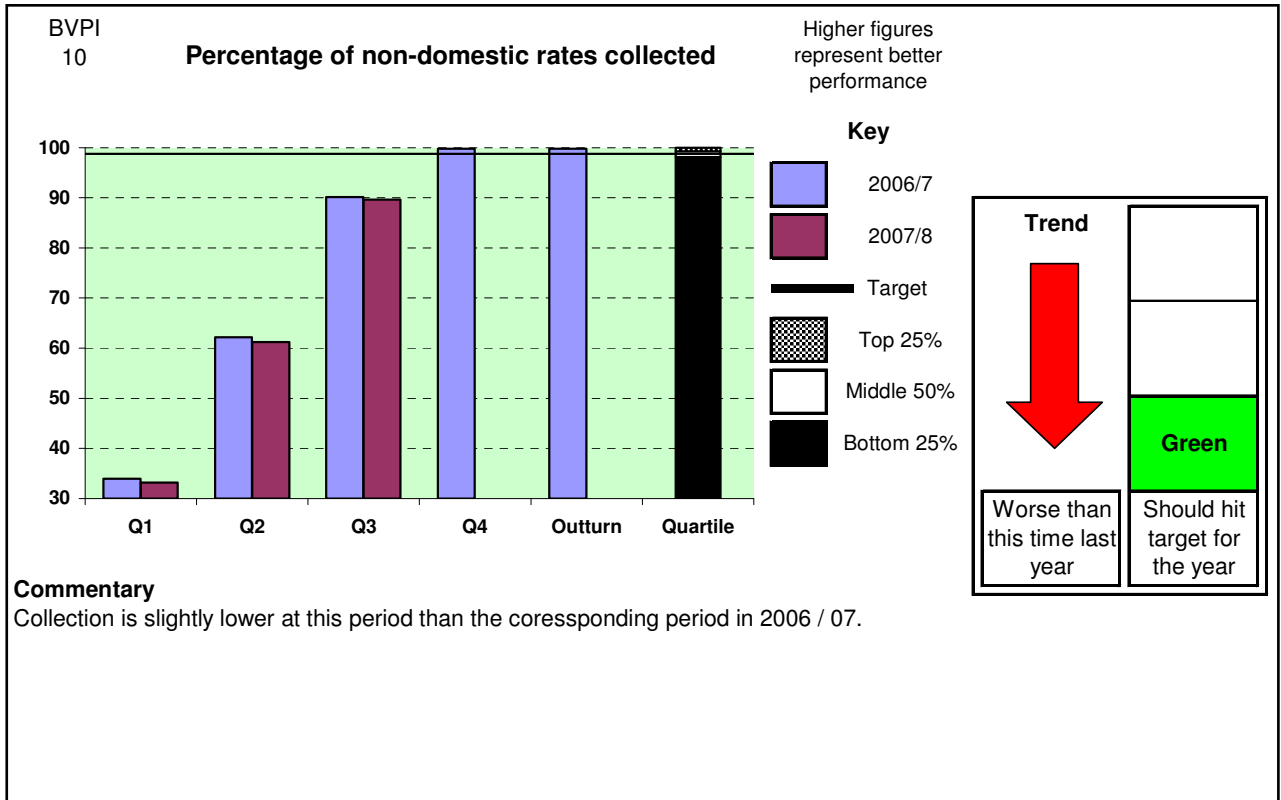
Service Plan Ref.	Objective	Key Milestone (s)	Progress Quarter 3	Commentary
ECS O1	Provide customers with open, accessible and accountable services through a single point of contact and explore and progress the opportunities to work in partnership with other agencies and bodies	Implement and develop 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		Work in relation to this objective is presently progressing as planned.
		Implement the Emergency Duty Team monitoring system (HBC in partnership with St Helens) May 2007		As reported previously 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		A number of Visiting Officers are now home based. Additional staff are presently 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 has been 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		This project is still active but further work is required from our software supplier to accept the data into the Benefits system.

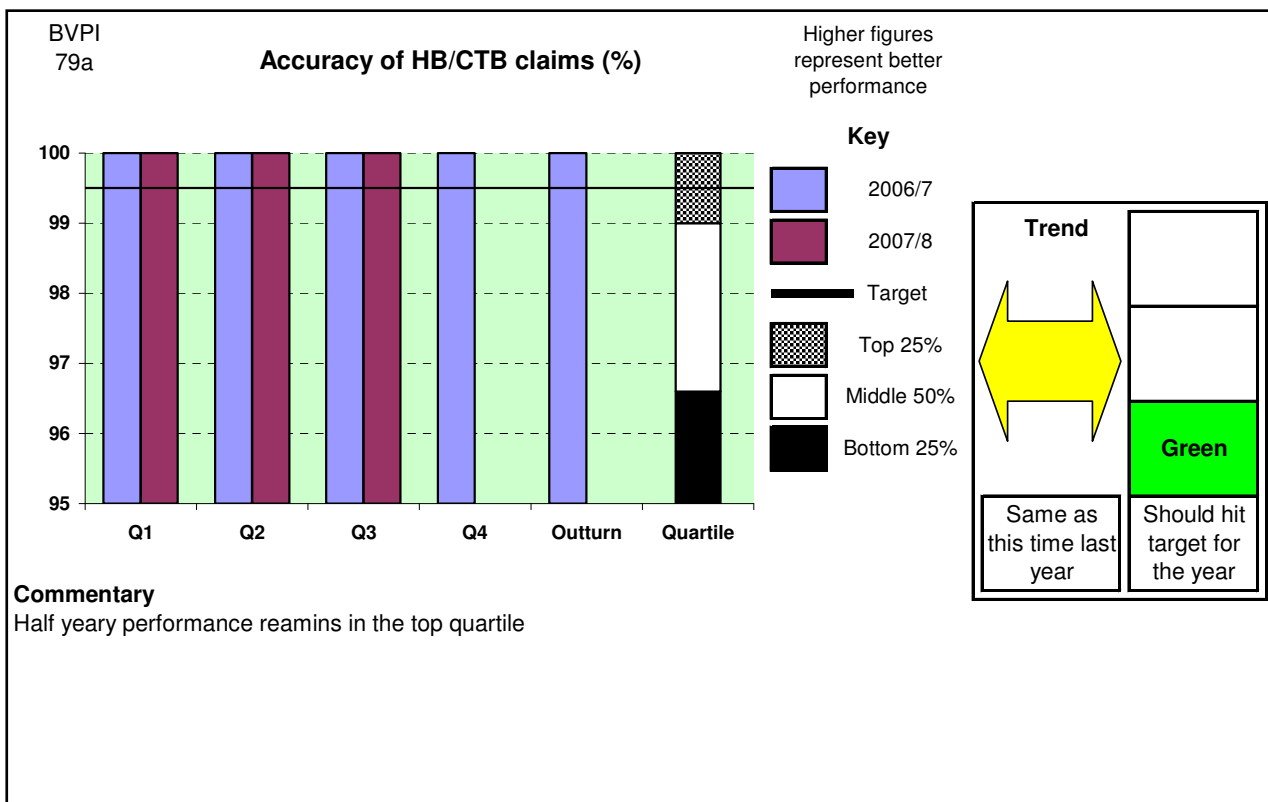
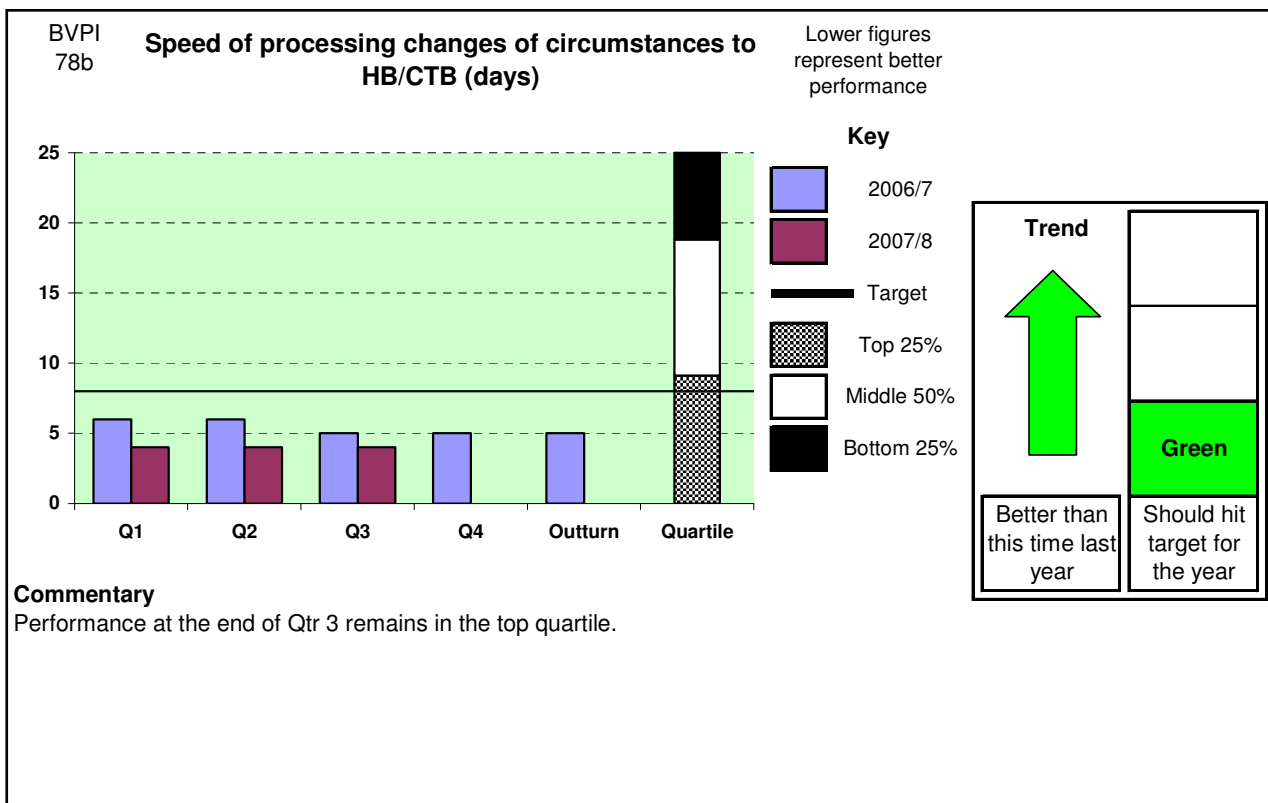
Service Plan Ref.	Objective	Key Milestone (s)	Progress Quarter 3	Commentary
ECS O3	To systematically acquire and utilise intelligence to inform the ongoing delivery of procurement related activity and through information and skills transfer increase and strengthen organisational capabilities.	<p>Develop a work programme that examines major areas of spend across the Council April 2007</p> <p>Report findings and recommendations to October 2007</p> <p>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</p> <p>Roll out the arrangements for document imaging for invoices across all directorates April - Oct 2007</p>	  	<p>The comprehensive analysis of Council spend has been completed and disseminated. Ongoing work is being carried out to cleanse/reclassify data into correct categories of spend.</p> <p>Spend Analysis is now being looked at by a Business Efficiency PPB Topic Group and areas of spend are being identified to look at ways of finding savings and efficiencies.</p> <p>A number of training sessions have been held and have been well received. Future requirements are being considered</p> <p>All Invoices for a Corporate & Policy and a number of corporate contract invoices are scanned and matched in Catalyst House. Plans are being formulated to include other Directorates.</p>

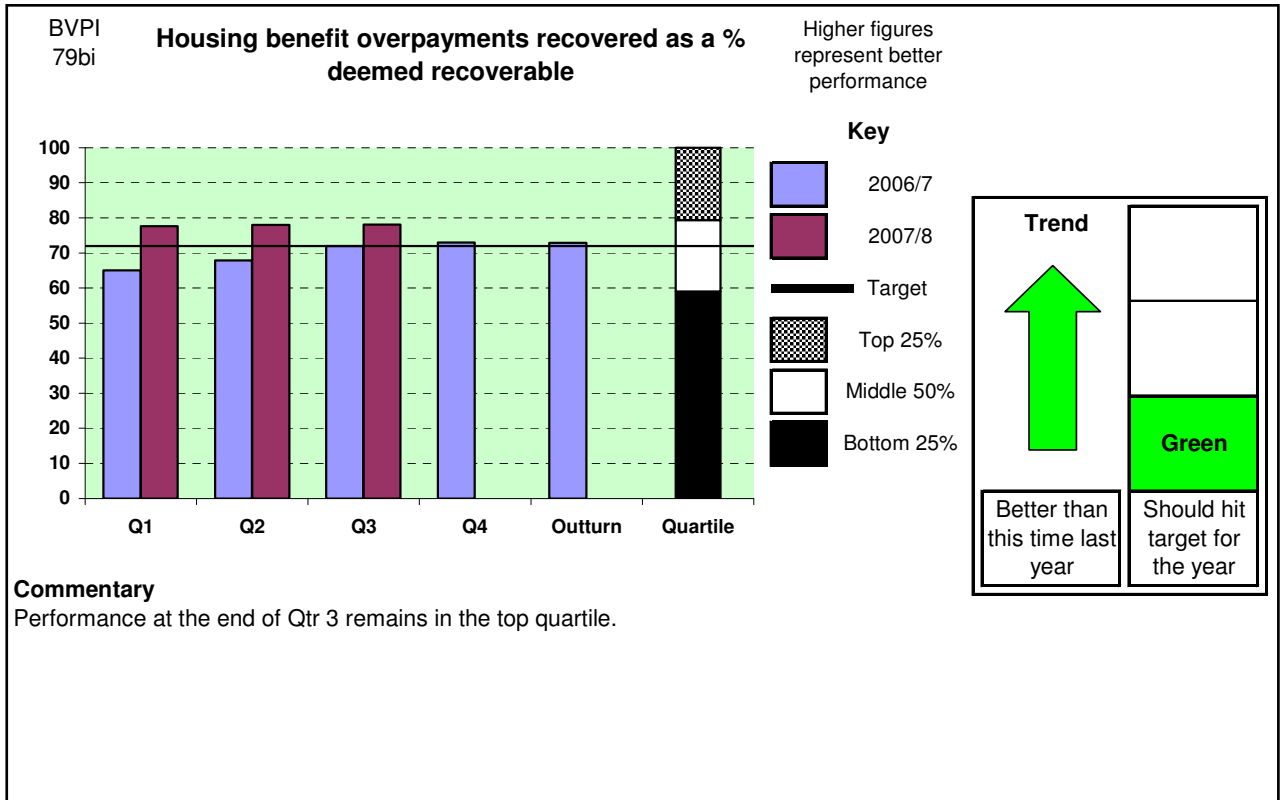
Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	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. Additional information will be provided as this becomes available.
		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 Service 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.









Debtor Summary Statistics – Quarter 3 Period end 31st December 2007

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	164	1,355,224	1,257,567	97,657	92.79%
	Quarter 4					
	Total	731	2,139,160	1,888,011	251,149	85.04%
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	1,730	1,283,718	832,171	451,547	64.83%
	Quarter 4					
	Total	4,684	3,063,148	2,118,204	944,944	70.01%
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	1,006	825,677	598,323	227,354	72.46%
	Quarter 4					
	Total	3,781	2,943,671	2,131,751	811,920	72.31%
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	5,354	5,195,130	1,124,713	4,070,417	21.65%
	Quarter 4					
	Total	12,205	10,039,209	3,698,780	6,340,429	48.62%
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	8,254	8,659,749	3,812,774	4,846,975	44
	Quarter 4					
	Annual Total	21,401	18,185,188	9,836,746	8,348,442	58.65%

Financial Statement

Revenue Budget as at 31st December 2007

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	5,326	4,021	3,879	142	3,897
Premises	446	135	135	0	135
Supplies & Services	1,054	700	581	119	583
Telephone System Costs	76	76	112	(36)	112
Insurance	2,019	1,887	1,977	(90)	1,977
Transport	104	78	77	1	77
Charitable Relief	103	0	0	0	0
Concessionary Travel	1,485	1,114	1,254	(140)	1,258
Asset Charges	160	0	0	0	0
Support Services	4,203	0	0	0	0
Total Expenditure	14,976	8,011	8,015	(4)	8,039
<u>Income</u>					
Sales	-12	-9	-3	(6)	-3
Halton Housing Trust	-18	-14	-14	0	-14
Fees & Charges	-5	-1	-16	15	-16
Support Service Recharges	-4,662	0	0	0	0
SLA to Schools	-45	-23	-32	9	-32
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	-1,501	-1,501	0	-1,501
Weekly Incorrect Benefit Subsidy	-21	0	0	0	0
Liability Orders	-569	0	0	0	0
Total Income	-9,583	-1,548	-1,566	18	-1,566
Net Expenditure	5,393	6,463	6,449	14	6,473

Comments on the above figures:

In overall terms net expenditure is below budget profile at the end of quarter 3. However, concessionary travel costs are higher than expected due to increasing take-up of the scheme, although a national scheme with a revised funding basis will be introduced from 1st April 2008. In addition, insurance costs to date are higher than anticipated.

Supplies and services costs are currently below budget profile and there have been a number of staffing vacancies in the Revenues and Benefits Division and Halton Direct Link during the year. It is anticipated that overall spending will be in line with the Department's budget by year-end.

Local Strategic Partnership Funded Projects as at 31st December 2007




	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	£000	£000	£000
Benefits Bus	181	136	117	19
Total Expenditure	181	136	117	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:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	Indicates that the <u>target is on course to be achieved</u> .
<u>Amber</u>	 <p>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.</p>	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>	 <p>Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	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: Financial Services
PERIOD: Quarter 3 to period end 31st December 2007

1.0 INTRODUCTION

This Monitoring Report covers the Financial Services third quarter period up to period end 31st December 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 4.

2.0 KEY DEVELOPMENTS

The Medium Term Financial Strategy 2008/11 was reported to Executive Board on 15th November 2007, setting out the potential funding gap over the three-year period and the key assumptions upon which this was based. The Council's 2008/09 base budget has been prepared within the framework of the MTFs and draft budget proposals are currently being consulted upon, for recommendation to Full Council on 5th March 2008.

The provisional Local Government Finance Settlement was announced on 6th December 2007, which provided the Council with a 4.1% increase in Formula Grant. Although this is marginally better than forecast, it is still a challenging settlement.

The Audit Commission announced the results of the 2007 CPA Use of Resources assessment in December 2007. Halton was again assessed as performing well and consistently above minimum requirements (an overall score of 3 out of 4). Each of the five assessment categories also received 3 out of 4 and performing well and consistently above minimum standards. An action plan has been prepared to ensure continued improvement in anticipation of further toughening of the assessment process for 2008.

3.0 EMERGING ISSUES

The final Local Government Finance Settlement is due to be announced in late January 2008.

Work continues to support the financial aspects of the Mersey Gateway development and the partnership with Merseyside Waste Disposal Authority for the procurement of waste treatment and disposal facilities.

Consultation has been undertaken with the Halton 2000 focus group regarding the Council's budget priorities. The results of this consultation will be reported to Executive Board on 21st February 2008.

Advance planning will begin shortly for the preparation of the Council's 2007/08 year-end accounts.

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 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 are therefore not being reported by exception at this time.

5.0 SERVICE REVIEW

Following the 2007 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 details are provided within Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



Total	6		6		0		0
--------------	----------	---	----------	---	----------	---	----------



All six of the remaining performance indicators for the Service are on track to be achieved and are therefore not being reported by exception at this time.

7.0 APPENDICES

Appendix 1 - Progress against Key Objectives/ Milestones
 Appendix 2 - Progress against Key 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 3	Commentary
FS O1	Setting the Revenue Budget, Capital Programme and recommend Council Tax	Report Medium Term Financial Strategy to Executive Board November 2007 Report to Council in March 2008		MTFS was reported to Executive Board on 15 th November 2007. On track to report to Council on 5 th March 2008.
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 10 th October 2007. A major element of the response was the removal of Social Services double damping. Lobbying was also undertaken alongside SIGOMA and the Merseyside Authorities for the removal of double damping. The provisional Local Government Finance Settlement was announced on 6 th December 2007. The double damping has been removed resulting in a grant increase for Halton of 4.1% compared to the national average of 3.6%.

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
FS 03	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing financial reports.	<p>Provide monthly financial reports to budget holders within 8 working days of month end.</p> <p>Provide quarterly financial monitoring reports to Operational Directors for inclusion in Departmental Service Plan Monitoring Reports.</p> <p>Provide quarterly monitoring reports on the overall budget to the Exec Board sub committee.</p>		<p>Reports issued on schedule to date.</p> <p>Quarter 2 reports were provided on schedule to Operational Directors.</p> <p>The overall quarter 2 position was reported to Executive Board Sub Committee on 1st November 2007.</p>
FS 04	To summarise and report the efficiency gains in response to the 'Gershon Review'	<p>Submit the 07/08 Annual Efficiency Statement (backward look) by June 2007 and report to the Business Efficiency Board.</p> <p>Submit the 07/08 Annual Efficiency Statement (forward look) by July 2007 and report to the Business Efficiency Board.</p>		<p>2006/7 Backward Look submitted by deadline and a summary report presented to the Business Efficiency Board in June 2007.</p> <p>2007/8 Forward Look submitted by deadline and summary report presented to the Business Efficiency Board in September 2007.</p>

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
FS 04 Cont'd	To summarise and report the efficiency gains in response to the 'Gershon Review'	Submit the Half Year Review by November 2007 and report to the Business Efficiency Board.		2007/8 Mid Year statement submitted in November 2007. The Council is on target to achieve the gains set out in the 2007/8 Forward Look.

Progress against 'key' Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	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 20 th September 2007.
FSLI 7	Complete at least 90% of the Annual Audit Plan	91%	90 %	70%		70% of the Audit Plan had been completed at the end of quarter 3.

FINANCIAL SERVICES DEPARTMENT

Revenue Budget as at 31st December 2007




	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	1,454	1,107	1,051	56	1,055
Premises	82	0	0	0	0
Supplies & Services	95	39	27	12	39
Transport	51	39	36	3	36
Support Services	222	0	0	0	0
Total Expenditure	1,904	1,185	1,114	71	1,130
<u>Income</u>					
S.L.A. to Schools	-140	-119	-123	4	-123
Support Service Recharges	-1,766	0	0	0	0
Total Income	-1,904	-119	-123	4	-123
Net Expenditure	0	1,066	991	75	1,007

Comments on the above figures:

In overall terms, spending is below the budget profile at the end quarter 3. This is mainly due to staff vacancies earlier in the year within both the Internal Audit and Accountancy Divisions. Overall spending is expected to be marginally below budget by the end of the financial year.

Explanation of the use of Traffic Light symbols

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	Indicates that the <u>target is on course to be achieved</u> .
<u>Amber</u>	 <p>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.</p>	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>	 <p>Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	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 3 to period end 31st December 2007

1.0 INTRODUCTION

This Monitoring Report covers the I.C.T. Services third quarter period up to period end 31st December 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 5.

2.0 KEY DEVELOPMENTS

Major projects completed through this period included the completion of the replacement programme for all PC's below the Windows 2000 specification. Trials were initiated looking into alternative remote access solutions to compliment or replace Citrix as well as the consolidation of 37 servers under phase 1 of the VM Ware project, and the initiation of the Members Laptop replacement programme.

3.0 EMERGING ISSUES

As noted within the Q2 report the replacement of the centralised storage services were brought forward with an estimated completion February 2008, allowing the development of the email archiving services to be initiated. As noted due to the complexity and the reliance placed upon this solution external support and installation services will be procured with a completion target of March 2008.

The replacement and upgrade of the Anite document imaging software and hardware services within the revenues and benefits division will also compliment the creation of records management solutions for both Planning and the Adoptions and Fostering teams being developed using the in-house CSD application.

Further advances in Q4 will see the creation of a number of transactional web services such as the Member CRM, again using the Halton CSD application. Such services will also be linked to the national "Government Gateway" on-line authentication solution.

This major development, supported by the Cabinet Office as a pilot study, will also be used to promote the wider use of the national gateway scheme.

The Care First replacement programme has gained approval and is now underway. This is a considerable undertaking for the service given the scale and the complexity of the programme involving the replacement of all related technology linked to a major BPR exercise in partnership with both directorates.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES



A number of key milestones relating to key service objectives are dependant upon changes to the network being initiated, the last being the QOS (Quality of Service) project 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



All of the remaining objectives for the service are presently progressing as planned and therefore do not require reporting at this time.

5.0 SERVICE REVIEW

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

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



All key performance indicators are presently almost at their ceiling of 100% and additional details are provided within Appendix 2.

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 against these indicators are provided within Appendix 3.

7.0 APPENDICES









Appendix 1 - Progress against Key Objectives/ Milestones
 Appendix 2 - Progress against Key
 Appendix 3 - Progress against Other Performance Indicators
 Appendix 4 - 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	<p>Full segmentation (V-Lan) of the corporate, libraries and schools networks July 2007</p> <p>Increase network capacity utilising dark fibre, and standardise using CISCO networking equipment throughout the corporate and Schools networks. September 2007.</p> <p>Corporate, Schools and Public access Internet upgrade July 2007</p> <p>Switch over to fibre link for Grosvenor House May 2007</p> <p>Switch Internet providers from tier 3 to tier 1 developing a scaleable 3 node approach. May 2007</p> <p>Decommissioning of PDC and BDC's July 2007</p> <p>Introduce network resilience September 2007</p>	      	<p>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.</p> <p>Please refer comment above</p> <p>As reported previously this milestone has now been achieved.</p> <p>Please refer to initial comment above.</p> <p>This milestone has now been achieved.</p> <p>This milestone has now been achieved.</p>

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 Implement secure wireless to corporate network within council meeting rooms December 2007	 	Please refer to initial comment on previous page concerning delays in implementing network changes. 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 Introduce data encryption to all laptop and tablet devices September 2007 Complete annual technology replacement programme (Elected Members) December 2007 Complete annual PC / laptop replacement programme (377 devices) March 2008 Complete planned upgrades to CITRIX software systems March 2008	    	Exchange server upgrades completed as planned. 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. Activity is progressing as planned with no cause for concern at half -year. Replacement programme started with the tender to be issued Q3. 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 Cont'd	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform	<p>Rollout of Microsoft Windows XP and decommissioning of Windows 95 / 98 September 2007</p> <p>Implement Corporate web reporting tools September 2008</p> <p>Complete provision of intranet services to all secondary and primary schools March 2008</p> <p>Implementation of corporate spyware for servers and PC's September 2007</p> <p>Complete planned operating system upgrades March 2008</p>	    	<p>Project exceeded target and now complete</p> <p>Activity is progressing as planned with no cause for concern at quarter 3.</p> <p>As above</p> <p>Progress against this milestone has been delayed as a result of the network upgrades discussed previously (please refer comment for objective 1)</p> <p>Activity is progressing as planned with no cause for concern at quarter 3.</p>
ICT 04	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal	<p>Implementation of document imaging supporting adoption records March 2008</p> <p>Planning and Building Control document imaging October 2007</p> <p>Pilot workflow, internal ICT processes November 2007</p>	  	<p>Activity is progressing as planned with no cause for concern at quarter 3.</p> <p>As above</p> <p>As above</p>





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	<p>EDT delivery through HDL- in partnership between H & C CYP and St Helens MBC September 2007</p> <p>Staff Harassment system - Corporate wide system meeting legislative requirements April 2007</p> <p>Mayrise Highways and Streetworks integration into HDL September 2007</p>	  	<p>This milestone has now been achieved and joint working arrangements through the Council's HDL facility are now fully operational.</p> <p>System now in place as planned.</p> <p>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.</p>

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 quarter 3 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 quarter 3 is in line with annual target..

Progress against 'other' Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 2 Outturn	Progress	Commentary
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.
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.

Financial Statement

Revenue Budget as at 30th September 2007

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
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
<u>Income</u>					
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	Actual to Date	Allocation Remaining
	£000	£000	£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.

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	Indicates that the <u>target is on course to be achieved</u> .
<u>Amber</u>	 <p>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.</p>	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>	 <p>Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	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: Legal and Member Services

PERIOD: Quarter 3 to period end 31st December 2007

1.0 INTRODUCTION

This Monitoring Report covers the Legal and Member Services second quarter period up to period end 31st December 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 5.

2.0 KEY DEVELOPMENTS

The requirements of the Gambling Act 2005 have now been fully implemented. Preparations are underway for Lexcel and ISO 9001 inspections early in the next quarter.

3.0 EMERGING ISSUES

The statutory order from DCLG for the creation of new parishes was received at the end of the quarter, with the Electoral Commission order expected early next quarter. We will then be in a position to progress the implementation of the 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



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



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

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS








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



Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	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 January 2008		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		


Progress against 'other' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	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	<p>To ensure that all members have been given the opportunity of a having a MAP meeting</p> <p>To induct all new members October 2007</p> <p>Implement Case Management System December 2007</p>	  	<p>As reported last quarter, MAP interviews have recommenced.</p> <p>Induction Training has been implemented.</p> <p>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.</p> <p>Although the implementation of the system would have proved beneficial it is not considered critical to the ongoing delivery of the service.</p>

Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
LMLI 9	No. Of Members with Personal Development Plans	42	50	44		Progress seminar on track. Interviews were carried out in quarter 3 and will continue in quarter 4.
LMLI 12	Payments received on debts with Legal as a proportion of debts referred to Legal ^{NB}	93 %	70%	46%		Annual target remains on track to be achieved.

Progress against Other Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
LMLI 4	Average Time Taken to Complete Conveyancing and Lease Transactions	265	200	254		Performance at quarter 3 remains below targeted level, but there have been improvements compared with last year and efforts to improve the current level of performance will continue.

Financial Statement

LEGAL, ORGANISATIONAL DEVELOPMENT AND HUMAN RESOURCES

Revenue Budget as at 31st December 2007

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	2,898	2,353	2,364	(11)	2,364
Members Expenses	732	549	549	0	549
Premises	610	151	159	(8)	159
Supplies & Services	821	590	537	53	710
Training Costs	236	177	56	121	79
Civic Catering & Functions	82	61	17	44	19
Legal Expenses	92	92	214	(122)	214
Transport	67	50	47	3	47
Asset Charges	8	0	0	0	0
Agency Related	0	0	43	(43)	44
Support Services	1,831	0	0	0	0
Total Expenditure	7,377	4,023	3,986	37	4,185
<u>Income</u>					
Land Charges	-475	-356	-212	(144)	-212
Printing Recharges	-303	-184	-184	0	-184
SLA to Schools	-213	-170	-170	0	-170
Licence Income	-107	-107	-132	25	-132
Other Income	-133	-133	-221	88	-221
Support Service Recharges	-4,926	0	0	0	0
Total Income	-6,157	-950	-919	(31)	-919
Net Expenditure	1,220	3,073	3,067	6	3,266




Comments on the above figures:

In overall terms net expenditure for the Department is marginally below budget profile at the end of quarter 3.

Legal expenses have increased due to trend in increasing numbers of claims, such that the annual budget has already been exceeded. There is also a shortfall in income from Land Charges due to the on-going competition from personal search agents. These are currently being offset by additional income from licensing and other charges, and from other expenditure being restricted as far as possible. However, it may not be possible to sustain this for future years. It is anticipated that overall spending will be within budget by year-end.

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>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	Indicates that the <u>target is on course to be achieved</u> .
<u>Amber</u>	 <p>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.</p>	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>	 <p>Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	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 3 to period end 31st December 2007

1.0 INTRODUCTION

This Monitoring Report covers the Personnel Services third quarter period up to period end 31st December 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 4.


2.0 KEY DEVELOPMENTS

The outcomes of the Pay and Grading Review have now been communicated to all affected employees and work is presently underway to implement the new local pay structure within the Trent software system.

3.0 EMERGING ISSUES

The annual pay award for 2007 – 08 has now been agreed with unions with all staff receiving backdated pay within the December salaries.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	6		5		0		1
--------------	----------	---	----------	---	----------	---	----------

Progress against key service objectives remains largely on track and additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES


Total	3		3		0		0
--------------	----------	---	----------	---	----------	---	----------

All of the remaining objectives for the service are progressing as planned and therefore are not being reported by exception at this stage.

5.0 SERVICE REVIEW

There are presently no issues concerning service review to be reported.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	6		6		0		0
--------------	----------	---	----------	---	----------	---	----------

There are presently no indications that annual targets in relation to key performance indicators will not be achieved and additional details are provided within Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS





Total	4		4		0		0
--------------	----------	---	----------	---	----------	---	----------



All of the remaining indicators for the service are presently attaining targeted levels and therefore are not being reported by exception at this stage.

7.0 APPENDICES







- Appendix 1 - Progress against Key Objectives/ Milestones
- Appendix 2 - Progress against Key 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 3	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		As reported previously work is progressing as planned and additional information will be provided at year-end.
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		All affected employees received confirmation of the individual outcomes of the pay and grading review in January along with details of the appeals process. Although progress has remained on track and all key departmental actions were delivered as planned it will not be possible to complete appeals by March 2008 due to a delay caused by the union balloting members earlier in the year.
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 Implement remaining modules of the Trent IT system. December 2007	 	As reported previously all major components of the system have now been installed and are fully operational. As reported previously, and given competing demands for IT services, it has been necessary to reschedule the implementation of the remaining modules of the system. The next modules to be integrated are Absence (late spring), and Health and Safety (Summer) modules.

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
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.		As reported previously progress remains on track with training being delivered throughout the year.
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.

Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
BVPI 11	The percentage of top 5% of earners that are: - Women From black and ethnic minority communities Have a disability	38.39 1.00 3.13	39.00 1.50 3.20		Refer comment “ “ “ “ “ “ “ “ “ “ “ “	There are no indications at this time that annual targets will not be achieved. However due to the level of work now being undertaken within the division it has not been possible to provide exact figures for this quarter this information will be supplied at year-end.
BVPI 12	The number of working days / shifts lost due to sickness	11.76	11.50		“ “ “ “	As above
BVPI 14	Early retirements (excluding ill-health) as a percentage of the total workforce.	0.24	0.22		“ “ “ “	As above
BVPI 15	% Of employees retiring on grounds of ill-health as a percentage of total workforce	0.13	0.11		“ “ “ “	As above
BVPI 16a	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce	1.29	1.20		“ “ “ “	As above
BVPI 17a	Minority Ethnic community staff as % of total workforce	0.60	0.70		“ “ “ “	As above

Financial Statement

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

LEGAL, ORGANISATIONAL DEVELOPMENT AND HUMAN RESOURCES

Revenue Budget as at 31st December 2007

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,898	2,353	2,364	(11)	2,364
Members Expenses	732	549	549	0	549
Premises	610	151	159	(8)	159
Supplies & Services	821	590	537	53	710
Training Costs	236	177	56	121	79
Civic Catering & Functions	82	61	17	44	19
Legal Expenses	92	92	214	(122)	214
Transport	67	50	47	3	47
Asset Charges	8	0	0	0	0
Agency Related	0	0	43	(43)	44
Support Services	1,831	0	0	0	0
Total Expenditure	7,377	4,023	3,986	37	4,185
Income					
Land Charges	-475	-356	-212	(144)	-212
Printing Recharges	-303	-184	-184	0	-184
SLA to Schools	-213	-170	-170	0	-170
Licence Income	-107	-107	-132	25	-132
Other Income	-133	-133	-221	88	-221
Support Service Recharges	-4,926	0	0	0	0
Total Income	-6,157	-950	-919	(31)	-919
Net Expenditure	1,220	3,073	3,067	6	3,266




Comments on the above figures:

In overall terms net expenditure for the Department is marginally below budget profile at the end of quarter 3.

Legal expenses have increased due to trend in increasing numbers of claims, such that the annual budget has already been exceeded. There is also a shortfall in income from Land Charges due to the on-going competition from personal search agents. These are currently being offset by additional income from licensing and other charges, and from other expenditure being restricted as far as possible. However, it may not be possible to sustain this for future years. It is anticipated that overall spending will be within budget by year-end.

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved</u>.</p>
<u>Amber</u>	 <p>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.</p>	<p>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>.</p>
<u>Red</u>	 <p>Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.</p>

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy
SERVICE: Policy and Performance
PERIOD: Quarter 3 to period end 31st December 2007.

1.0 INTRODUCTION

This monitoring report covers the Policy and Performance Department third quarter period up to 31st December 2007. It describes key developments and progress against key 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 5.

2.0 KEY DEVELOPMENTS

Preparation for the forthcoming CPA Corporate Assessment inspection began in quarter 3, starting with the completion of a self-assessment (submitted 4 February 2008).

The annual CPA Direction of Travel self-assessment was submitted to the Audit Commission in November, and subsequently our annual rating was announced as "4 star Improving Well" in February 2008.

The government published the new national Index of Multiple Deprivation 2007 in December, and the Research and Intelligence division produced a booklet with details of the profiles across Halton. The preparation of a revised State of Halton report commenced, and it was published in January 2008. This provided an evidence base for the preparation of a revised Local Area Agreement, which also commence in the autumn, with a view to final agreement with government before June 2008.

The Head of External Funding started of working out of the Mersey Partnership office two days a week for a trial period to strengthen links into the sub-region and to improve our knowledge and influence.

3.0 EMERGING ISSUES

There are no emerging issues to be reported at this quarter.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	22		18		2		2
--------------	-----------	---	-----------	---	----------	---	----------

Progress against the majority of service objectives remains on track, with the exception of the rescheduling of a review of service planning arrangements and issues relating to neighbourhood management. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	2		2		0		0
--------------	----------	---	----------	---	----------	---	----------

Both of the remaining objectives for the service are proceeding as planned and therefore are not being reported by exception at quarter period.

5.0 SERVICE REVIEW

There are no issues relating to service review to be reported at quarter 3.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	2		0		0		0
--------------	----------	---	----------	---	----------	---	----------

Both of the key performance indicators that can be reported at this time are progressing as planned and additional details are provided within Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



Total	15		10		5		0
--------------	-----------	---	-----------	---	----------	---	----------






It is possible that a small number of annual targets may not be achieved and additional details concerning progress on these indicators are included within Appendix 3.








8.0 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.




Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PP O1	<p>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.</p>	<p>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</p> <p>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</p>	 	<p>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.</p> <p>A report was submitted to Corporate Management Team during quarter 3 which outlined the findings of external inspectors and the authorities actions in response to the recommendations that were made.</p> <p>External inspectors concluded that there were a number of examples of good practice within Directorates although opportunities existed to strengthen a corporate approach to ensure consistency of application across the authority.</p> <p>The Strategic Director (Corporate and Policy) will now take the lead in implementing an agreed action plan, which includes the establishment of a Data Quality Lead Officer Group and the development of a Corporate Data Quality Strategy.</p> <p>It is intended that a report will be submitted to the Executive Board meeting scheduled for March 2008</p>


Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
		Undertake a fundamental review of the service planning process and the performance reporting arrangements and make recommendations for improvement by 30 September 2007		As reported previously the review has now been scheduled for completion during quarter 4
		Monitor performance against Community Strategy targets and review plans June 2007		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		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		Training on LAA PMF taken place with partners. Attended GONW training session on monitoring procedures in advance of mid-year review.
		3 Neighbourhood Management Boards established June 2007		It is proposed to use the 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 HNMB.

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
		<p>Establish virtual neighbourhood teams June 2007</p> <p>Prepare Neighbourhood Action Delivery Plan July 2007</p> <p>Monitor performance against targets and review plans March 2008</p>	  	<p>This is now being developed through thematic groups which have been established in the two Runcorn pilots, with board approval for Widnes being imminent.</p> <p>Action Plan approved at November meeting of Halton Neighbourhood Management Board.</p> <p>Performance Management Framework has now been approved.</p>
PP O2	<p>Improve the quality and effectiveness of the Council's external communication at a local, regional and national level and internal communication with staff</p>	<p>Review and re-tender for Inside Halton September 2007</p> <p>Implement phases 2 and 3 of intranet site upgrade by September 2007</p> <p>Conduct review of website and produce strategy and action plan January 2008</p> <p>Investigate establishment of Neighbourhood newsletters and community website for 3 pilot areas September 2007</p>	   	<p>Tender process completed and new contract awarded in October 2007. First edition under new contract produced in December 2007</p> <p>Internet site upgrades were implemented as planned.</p> <p>Strategy complete, discussions now taking place with management team around delivery of strategy.</p> <p>Completed. Agreed that One of the Neighbourhood Management Areas (Castlefields & Windmill Hill) will pilot a resident-led neighbourhood newsletter, with residents newsletter steering groups now being established.</p> <p>First issue to be launched in March 2008, to coincide with end of year report, and quarterly thereafter.</p>


Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	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	<p>Complete resident satisfaction surveys October 2007</p> <p>Produce partner 'NM Update' at least bi-monthly; consult partners & review by December 2007</p> <p>Produce NM communications & marketing strategy and action plan January 2008</p>	  	<p>These have been incorporated into the larger scale Halton Strategic Partnership telephone survey. Work has been conducted with results being received in February 2008.</p> <p>Issue 3 produced in November 2007 with issue four being programmed for February. Although there has been some slight slippage for the timeframe of review this is now scheduled for March 2008.</p> <p>Completed. Communications & Marketing strategy approved by Halton Neighbourhood Management Board July 07.</p>
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.	<p>Implement the annual service / business review and efficiency improvement programme by 31 March 2008</p> <p>Review reconfigured overview and scrutiny arrangements and make recommendations for improvement December 2007</p>	 	<p>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.</p> <p>Progress presently on track with review planned for December 2007.</p>

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PP O4	To ensure that the organisation remains fit for purpose through the ongoing development of Business Continuity and Health & Safety arrangements	<p>Test and review arrangements for business continuity in Directorates by December 2007</p> <p>Investigate external accreditation for Health & Safety by July 2007</p> <p>Review and amend systems as required by accreditation criteria by December 2007</p> <p>Apply for accreditation by March 2008</p>	  	<p>Following external assessment the council is 65% compliant with the new British Standard. As a result amendments are required to existing BCPs. Hence the deferment of testing until May 2008.</p> <p>Corporate and Policy Directorate has been selected to be the pilot for the accreditation. Meetings and training has been held. Process is under to amend and review systems as required</p> <p>Due to the resignation of the Principal Health and Safety Advisor there will be a delay in progressing the application for accreditation</p>






Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
BVPI 2a¹	The level of Equality standard for Local Government to which the authority conforms	2	2	2		The IDeA Peer Review, scheduled for May 2008 will challenge progress and will inform the development of an action plan to enable progression 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	This is an annual measure and therefore cannot be reported at this time.

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

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	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	Refer comment	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	N/A	Refer comment	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	Refer comment		Annual performance review in April/May showed most targets moving in right direction.

Progress against 'other' Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
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 17	Proportion of Departments with up to date Risk Registers	100	100	75		Corporate and Policy have not produced Revised Risk Register
PPLI 21	% Of Objective 2 Action Plan ERDF outputs achieved.	67	80	85		Outputs and spend achieved have fallen. Following audit visits some project outputs and spend have been deemed to be ineligible. However, figures are collected quarterly in arrears and only reflects half-year figures
PPLI 22	% Of invoices paid within 30 days	94	94	92		Performance is currently 2% below target. The difference is 6 invoices not paid in time. Efforts are being made to meet the annual target.
PPLI 23	% Of working days lost due to sickness absence within Department	3.6	3.0	3.7		Current performance is slightly below targeted level. Absences are being closely monitored in accordance with the Council's absence management policy.

POLICY & PERFORMANCE**Revenue Budget as at 31st December 2007**

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	2,391	1,814	1,786	28	1,792
Premises	109	0	0	0	0
Supplies & Services	518	426	398	28	472
Corporate Subscriptions	133	110	106	4	114
Agency & Contracted	330	20	21	(1)	22
Transport	55	41	45	(4)	45
Support Services	3,207	0	0	0	0
Total Expenditure	6,743	2,411	2,356	55	2,445
<u>Income</u>					
Support Service	-2,037	0	0	0	0
Recharges					
Emergency Planning Grant	-148	-148	-148	0	-148
Grants	-718	-640	-644	4	-644
Total Income	-2,903	-788	-792	4	-792
Net Expenditure	3,840	1,623	1,564	59	1,653

Comments on the above figures:

In overall terms net expenditure is below the budget profile at the end of quarter 3. It is anticipated that overall spending will be in line with the Department's budget by year-end.

Capital Projects as at 31st December 2007

	Capital Allocation 2007/08	Allocation to Date	Actual Spend	Allocation Remaining
	£'000	£'000	£'000	£'000
Risk Management	120	80	56	64
Total	120	80	56	64

Comments on the above figures

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

Local Strategic Partnership Funded Projects as at 31st December 2007




	Annual Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000
LSP Team	320	240	192	48
Community Empowerment	28	21	1	20
Net Expenditure	348	261	193	68

Comments on the above figures:

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

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>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved</u>.</p>
<u>Amber</u>	 <p>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.</p>	<p>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.</p>
<u>Red</u>	 <p>Indicates that it is <u>highly likely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.</p>

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy
SERVICE: Property Services
PERIOD: Quarter 3 to period end 31st December 2007

1.0 INTRODUCTION

This Monitoring Report covers the Property Services third quarter period up to period end 31st December 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 5.

2.0 KEY DEVELOPMENTS

Following the departure of the Operational Director in November 07 a temporary interim manager has been appointed to ensure continuity of service. This arrangement will be the subject of review during the remaining part of the year.

The refurbishment of the accommodation at Runcorn Town Hall is progressing well and is on track for completion within the planned timeframe. A significant number of energy efficiency initiatives, such as heat zoning and triple glazing, have been incorporated into the programme of works with a view to both reducing whole life accommodation costs and reducing the authority's energy consumption and emissions.

There have been a number of staff leaving posts during this year and at present this shortfall in human resources is being addressed through the use of agency staff, due to a shortage of suitably qualified people within the labour market. This situation will remain under review to ensure that there is no adverse affect upon the authority's property management arrangements.

3.0 EMERGING ISSUES

At present there are a number of initiatives, such as the Mersey Gateway, which are drawing on the available resources and capacity of the department. In the coming months this situation may result in it being necessary for some consideration being given to the rescheduling of the less critical aspects of the department's work.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	4		3		1		0
--------------	----------	---	----------	---	----------	---	----------

With the exception of the annual review of the disposal programme all key objectives for the service remain on track. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	2		1		1		0
--------------	----------	---	----------	---	----------	---	----------

The capacity issues referred to earlier in this report may have an affect upon the delivery of one of the remaining two objectives for the service additional details are provided within Appendix 2.

5.0 SERVICE REVIEW

There are no issues relating to service review to be reported this quarter.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	4		2		2		0
--------------	----------	---	----------	---	----------	---	----------

Two of the key indicators for the service are presently below target and this has been affected by national and local trends, which are impacting upon market trading. Additional details concerning all key indicators for the service are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	6		2		2		2
--------------	----------	---	----------	---	----------	---	----------

Although, at face value, only two of the remaining targets for the service is presently on track this should not be interpreted as a sign of poor performance. There are a number of influencing factors that have to be considered and additional details are provided within Appendix 4.

7.0 APPENDICES

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





Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PYS O1	To complete review of property assets for disposal	Annual review to produce disposal programme complete March 2008		It is envisaged that the review will be completed as planned but this will be dependent upon staff availability.
PYS O2	Reduce backlog of maintenance on property portfolio	To £4.9 m by March 2008		Progress is proceeding as planned.
PYS O3	Fulfil requirements of asbestos Audits and Management Regulations	Confirm 100% compliance		Progress is proceeding as planned.
PYS O4	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)	Complete 60% of Priority 2 works by March 2008		Progress is proceeding as planned.





Progress against 'other' objectives


Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PYS O5	Review value of property assets for Council accounts	Annual review complete by March 2008		It is envisaged that the review will be completed as planned but this will be dependent upon staff availability.

Progress against Key Performance Indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
BVPI 156	% Of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	50	60	58		Performance against this indicator remains on track for annual target to be achieved.
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) – industrial units	93	95	91		Although performance is slightly below targeted level efforts will continue into quarter 4 to maintain or exceed the performance achieved last year.
PYSLI 6	% Of rent collected as % of rent due (Excluding bankruptcies and the like) – Widnes market	95	95	97		High levels being achieved at the present time but it is labour intensive with many traders not being willing to pay by Direct Debit. Insistence on this may lead to falling off of occupancy.
PYSLI 8	% Of rent collected as % of rent due (Excluding bankruptcies and the like) – Runcorn market	99	95	88		Adverse trading conditions are impacting upon rent collection levels. This situation may be exacerbated if existing incentives for traders are removed.

Progress against 'other' performance indicators

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
PYSLI 1	% Of undisputed invoices paid within 30 days	100	100	99		Although we cannot now achieve 100% target the performance against this indicator has been constantly high throughout the year.
PYSLI 2	% Cost Performance on projects over £50k (Contract Let to Practical Completion) (within 5% of the allotted cost) % (excluding Client changes)	90	90	80		Of the 15 projects 12 within the 5% of allotted costs
PYSLI 5	Occupancy of Market (Widnes) %	82	93	77		Given the adverse trading conditions it is unlikely that annual target can now be achieved. Market trading is suffering nationally as a result of the bulk buying power of larger outlets such as superstores and changing customer preferences. We will continue to try to positively influence local trading conditions, through for example initiatives such as the farmers market, and other incentives to try to increase market occupancy. The present situation will be subject to ongoing review.
PYSLI 7	Occupancy of Market (Runcorn) %	70	90	65		Please refer comment above.

Ref	Indicator	Actual 06 / 07	Target 07 / 08	Quarter 3	Progress	Commentary
PYSLI 9	Time performance on projects over £ 5 K (Contract let to practical completion within a margin of 5% - excluding Client changes)	90	73	60		A small number of projects have been adversely affected by the bad weather and utility companies activities during the period. Although performance is presently below annual targeted level this may improve as we move into the new year.

PROPERTY SERVICES DEPARTMENT

Revenue Budget as at 31st December

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	1,384	1,050	995	55	1,024
Repairs & Maintenance	3,169	2,220	2,204	16	2,204
Utilities	478	478	504	(26)	504
NNDR	647	647	722	(75)	722
Rents	1,173	980	974	6	974
Property Recharges	1,482	0	0	0	0
Other Premises Costs	381	208	209	(1)	215
Supplies & Services	182	118	111	7	123
Surveys & Audits	481	250	233	17	233
Hired & Contracted Services	412	302	230	72	230
Transport	31	25	26	(1)	26
Asset Charges	1,840	0	0	0	0
Support Services	997	0	0	0	0
Total Expenditure	12,657	6,278	6,208	70	6,255
<u>Income</u>					
Rent – Markets	-1,134	-850	-718	(132)	-718
Rent – Industrial Estates	-1,238	-910	-786	(124)	-786
Rent – Commercial	-730	-394	-274	(120)	-274
Recharges to Capital	-1,611	-150	-157	7	-157
Accommodation Recharges	-2,687	0	0	0	0
Repair & Maintenance Recharges	-3,165	0	0	0	0
Support Service Recharges	-1,022	0	0	0	0
Consultancy	-229	0	0	0	0
Other Income	-74	-56	-73	17	-73
Total Income	-11,890	-2,360	-2,008	(352)	-2,008
Net Expenditure	767	3,918	4,200	(282)	4,247

Comments on the above figures:

In overall terms net expenditure is above budget profile at the end of quarter 3. This is primarily due to continuing shortfalls in income from Runcorn Market stallholder rents, and Industrial Estate rents where a number of large units remain vacant. Steps are being taken to generate income and contain costs as far as possible. Utility costs are higher than anticipated due to increasing prices and NNDR (Business Rates) have increased due to a one-off backdated reassessment of rateable value for Catalyst House. It is anticipated that overall net expenditure for the Department will be above budget by year-end.

Capital Expenditure as at 31st December 2007




	2007/08 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £'000	Allocation Remaining £'000
Runcorn Town Hall Refurbishment	2,790	1,492	1,113	1,677
Victoria Park Depot Reorganisation	269	269	373	(104)
Queens Hall Refurbishment	50	0	0	50
Disabled Access	300	200	202	98
Total Expenditure	3,409	1,961	1,688	1,721

Comments on the above figures

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

Explanation of the use of Traffic Light Symbols

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 <p>Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved</u>.</p>
<u>Amber</u>	 <p>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.</p>	<p>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>.</p>
<u>Red</u>	 <p>Indicates that it is <u>highly unlikely or certain that the objective will not be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target will not be achieved</u> unless there is an intervention or remedial action taken.</p>

QUARTERLY MONITORING REPORT

DIRECTORATE: Environment
SERVICE: Stadium & Hospitality
PERIOD: Quarter 3 to period-end 31 December 2007.

1.0 INTRODUCTION

This quarterly monitoring report covers the Stadium & Hospitality Department third quarter period up to 31 December 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 to date is explained in Appendix 4.

2.0 KEY DEVELOPMENTS

THE HALTON STADIUM

WIDNES VIKINGS

A new company has been formed that has seen significant investment from Steve O'Connor, The O'Connor Group and The Stobart Group. This investment has resulted in significantly improved facilities at the Stadium for both Administration and playing staff of the new Vikings; this quality of provision is one of the essential ingredients in securing a Super League License.

A fans forum was held at the Stadium and over 450 fans attended a formal presentation and kit launch, this level of interest has been unprecedented in previous years.

In addition, the level of interest in Executive Suites has been remarkably high for this time of year.

FUNCTION MARQUEE

Following the very successful Local Hero's event held in the Marquee Suite we have received over 20 enquiries for the new facility, 7 bookings for 2008 have been confirmed, they include the North West heat of the Miss England competition.

A charity ball has been organized to both raise funds for Breast Cancer awareness and to raise the profile of the new Suite and the Stadium.



pink ball flyer.pdf

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.

A marketing campaign is planned for January onwards that should increase these figures further.

Marketing initiatives include: -

Valentine offer, bring a partner and they join for free

Spring into summer offer - six-week membership for £30.00

Half term school offer for 16 –17 yrs (free induction plus 4 free sessions)

Corporate visit to Argos call centre 20/2/08

Corporate membership offered to groups of local societies/traders

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.

Battery Farmed Eggs

Following the recent publicity surrounding the conditions that hens are kept, a decision has been made that will see Halton Council Catering Services move from battery farmed eggs to free range hens eggs by the end of February. In addition suppliers for Fair Trade Tea and Coffee are being sought, as are suppliers of cruelty free chicken meat.

The Stadium

As with School Meals no budget provision has been made for the increased energy costs and the changes to VAT at Stadium Fitness both will have a negative effect on the trading account for 07/08.

The rebranding of the Stadium, as the **Stobart Stadium Halton** will see a much needed cash injection into the Stadium, and in addition having the Stadium associated with a leading National organisation will only heighten our reputation as a leading sporting, conference and wedding venue.

Widnes Vikings

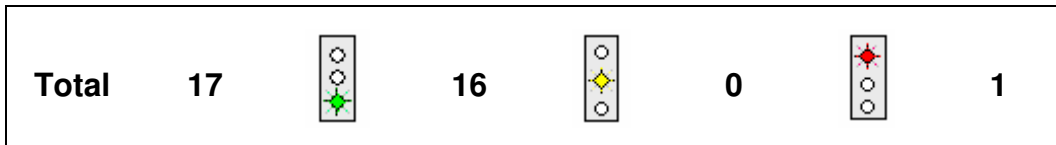
The forthcoming year will be a pivotal year in the Viking’s history. A decision will be made in the Summer that will decide which teams will be granted a three-year Super League Licence. Once these licenses are granted no team will be able to join Super League for three years.

The reason behind this decision is to try and alleviate the “boom or bust” approach that has followed promotion and relegation in recent years.

Clubs will have to meet strict criteria to be considered, the criteria will include: - A quality ground with a minimum capacity of around 10,000, a strong financial business plan, excellent community links, excellent off pitch facilities, and the aspiration to achieve attendances of around 10,000+.

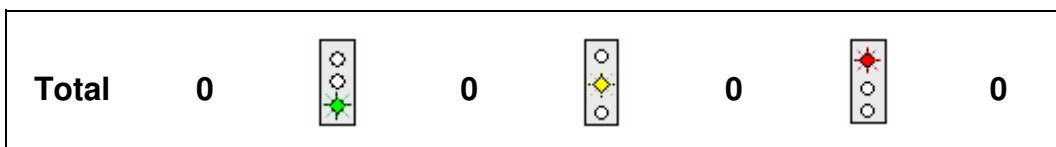
The Vikings clearly meet most of the above criteria and have a sound case for being including in the first round of Super League Licence’s.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES



Good progress is being made towards “Key” objectives and milestones, with the exception of the development of a Stadium tour and gallery, which has now been re-scheduled for 2008/09. For further details please refer to Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES



There are no “Other” objectives for this service.

5.0 SERVICE REVIEW

HOSPITALITY ASSURED

The School Meals Service was recently externally assessed on 8th and 9th October 2007, the criteria used is industry led and the same criteria is used to judge ALL catering services, public and private, only 12 Local Authorities have achieved the accreditation to date.

We have been informed that the service was successful and a formal presentation is scheduled for Tuesday 5th February by the Assistant Chief Executive from Hospitality Assured.

The challenge for the service is to now improve its score for the next visit by the assessors in November.

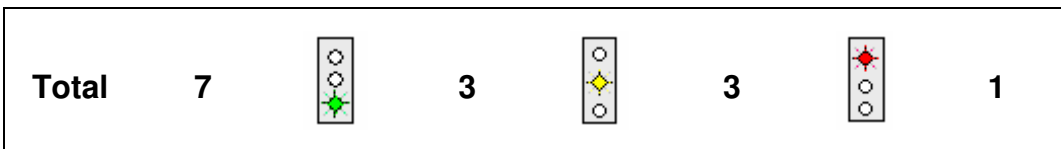
A full report from the assessors is available to view from either the Schools Meals Manager or Head of Service.

STAFF TRAINING

A formal presentation afternoon was held in November, over 60 Catering Supervisors received their customer service qualifications and a further 20 staff received their NVQ certificates, presented by The Mayor of Halton.

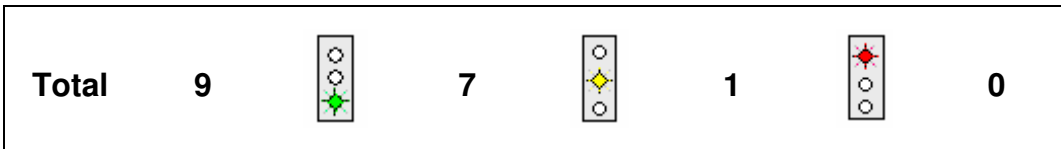
This training received particular praise from the external assessors.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS



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

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS



Data is still not available for SH LI 14 - % of school children registered for free school meals, and will be reported in quarter 4. No "Other" indicators have been reported by exception this quarter.

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 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 4- Financial Statement
Appendix 5- Explanation of traffic light symbols

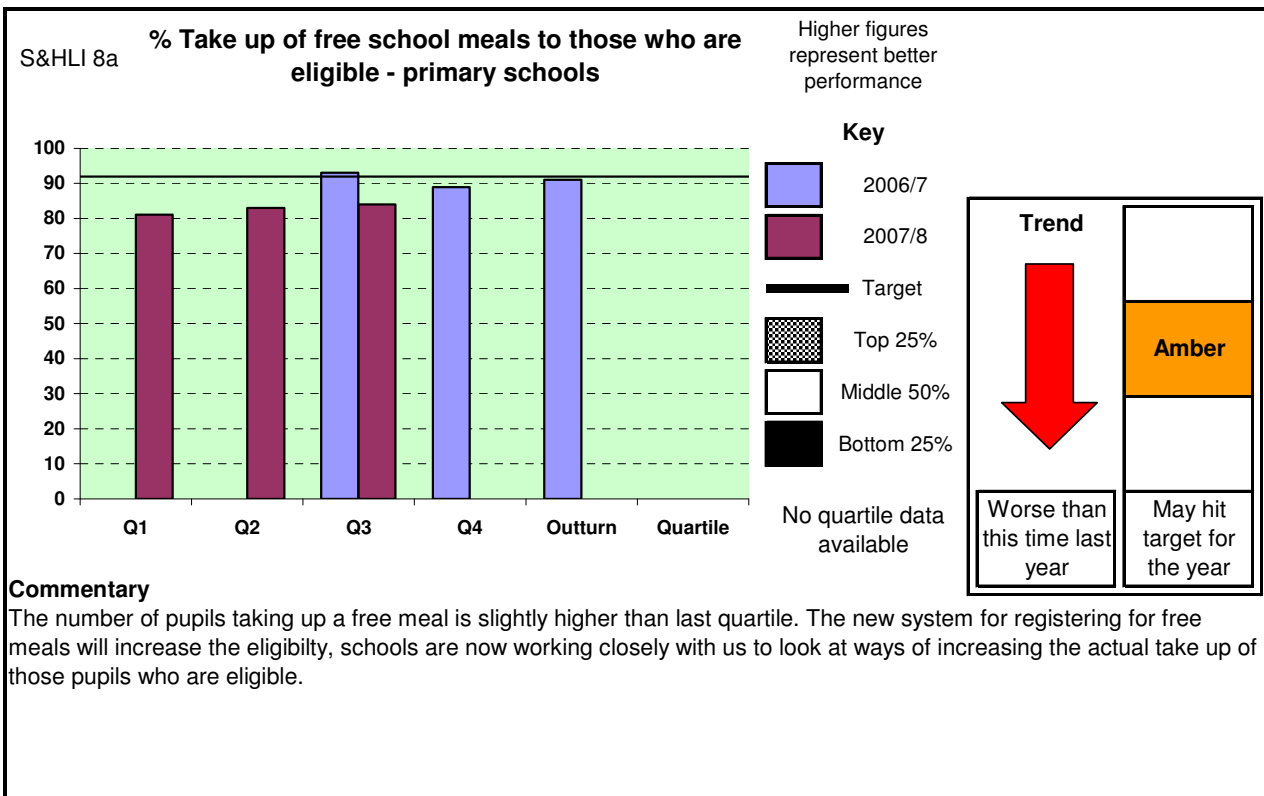
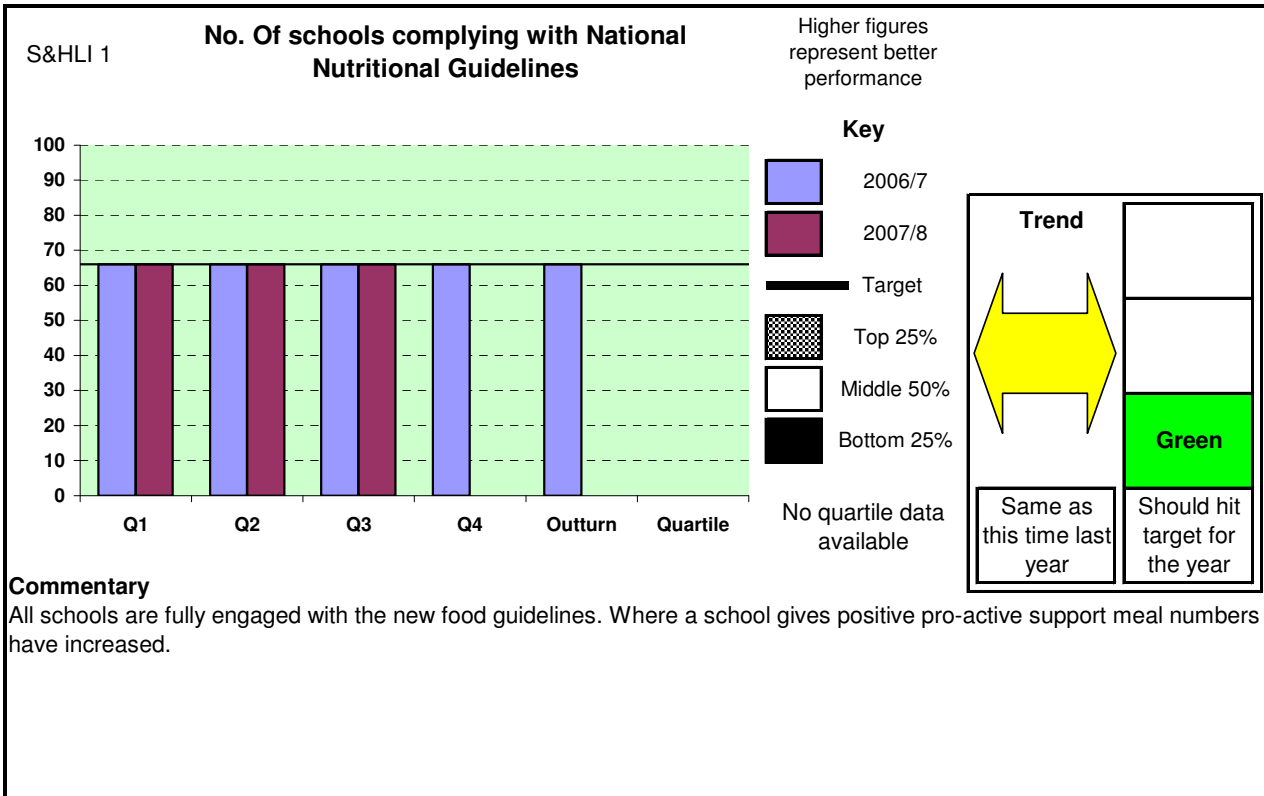
Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
SH 01	Increase the community usage of the stadium, encouraging healthier lifestyles and providing opportunities for learning	<p>Review and develop annual community programme - April 07</p> <p>Identify market gaps and develop annual plan for HLC scheme - April 07</p> <p>Promote monthly availability of IT suite to non corporate audiences - May 07</p> <p>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</p>	   	<p>A full review and analysis of community users has been undertaken and plans are being produced to maintain/increase community usage.</p> <p>Plan completed. The number of Leisure Card Holders has increased significantly this year, presently 193, due mainly to a more pro-active marketing campaign, this is the highest number of Leisure Card Users we have ever had registered.</p> <p>The programme of usage by Pupil Referral Unit (PRU) pupils started mid-October.</p> <p>Completed and ongoing review to maintain excellent community usage.</p>

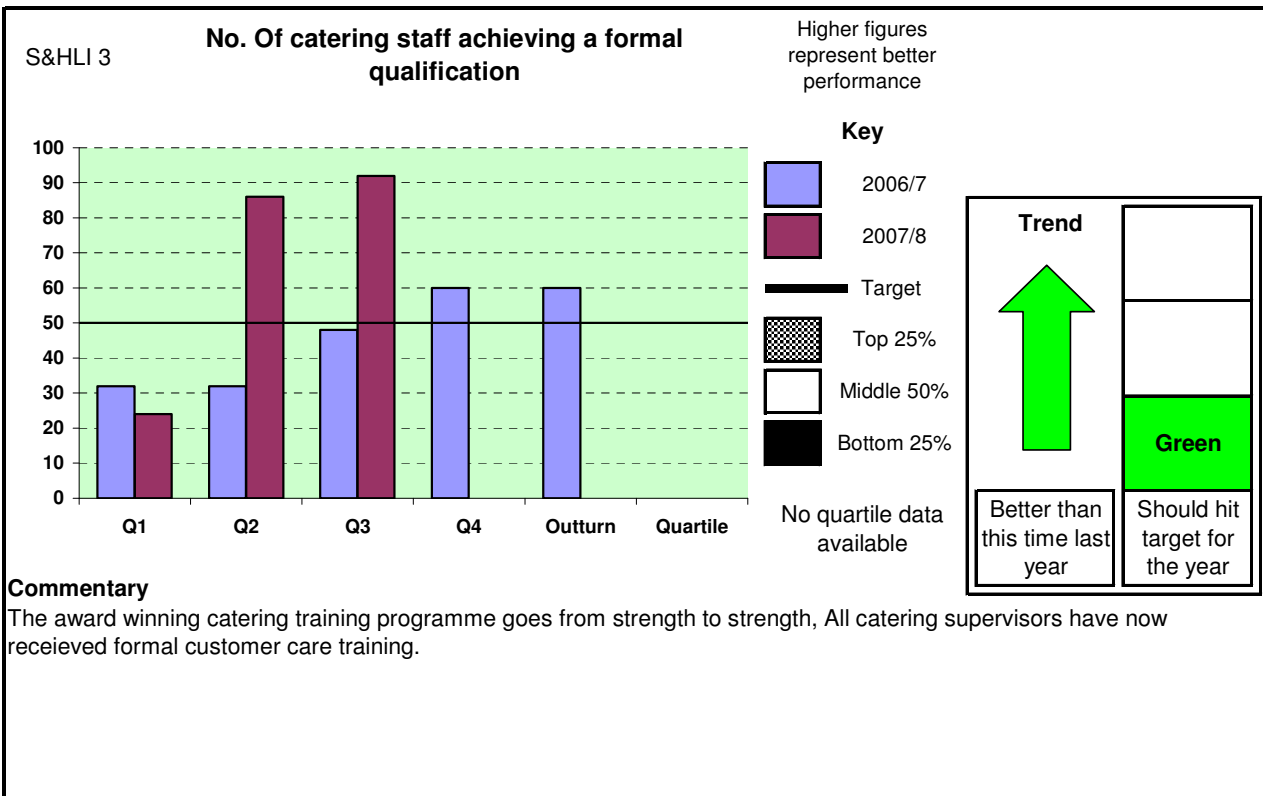
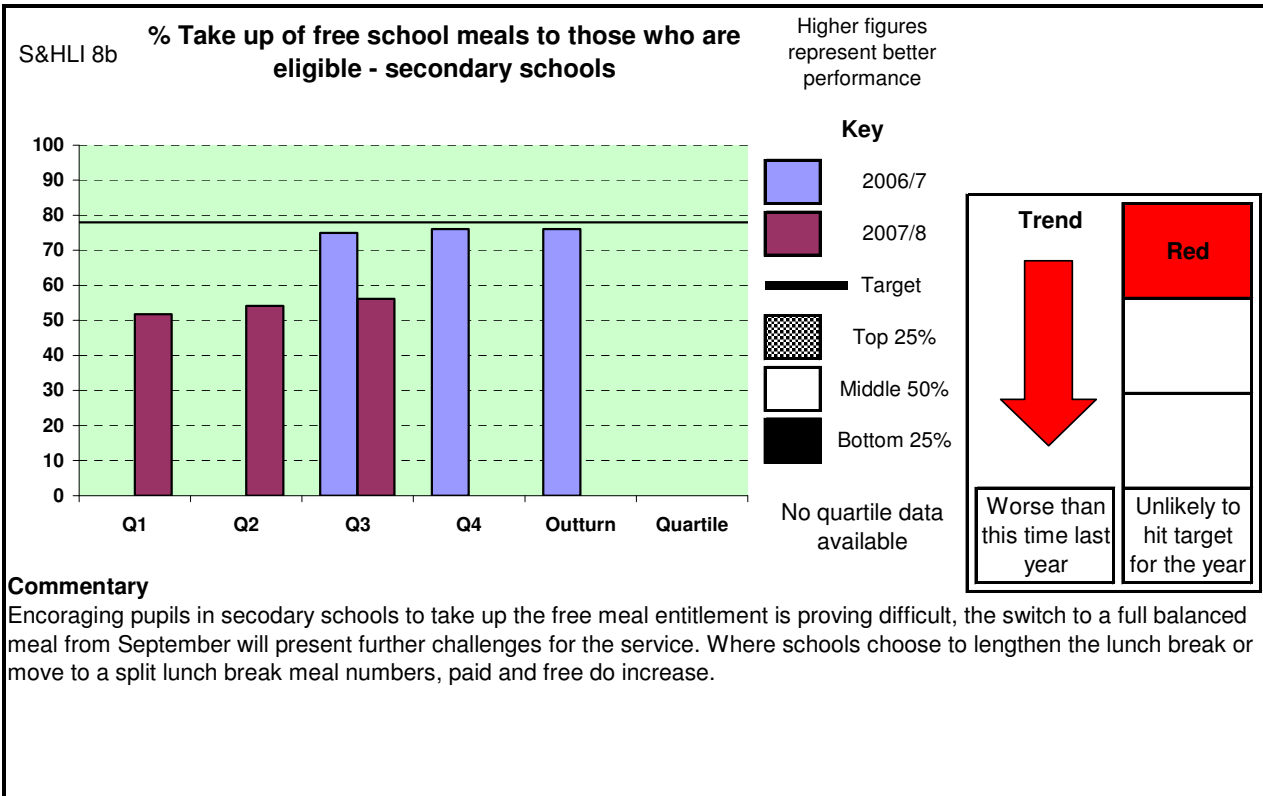
Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
		<p>identified groups to promote the Stadium facilities - August 07.</p> <p>Visit Riverside College Halton and local Sixth Forms at the start of each academic year September 07 to advise and promote to students the leisure facilities at The Stadium.</p> <p>Develop Stadium tour and gallery - December 07</p>	 	<p>Completed. A follow-up visit is programmed for March with a view to offering a Spring/Summer promotion to the Students..</p> <p>Re-scheduled for 2008/09.</p>
SH 02	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.	<p>Review and update database, identify new fields - April 07</p> <p>Review and identify areas for improvement in line with the Business Plan and Marketing Plan - April 07</p> <p>Trial additional food outlets during the</p>	  	<p>Complete. The new database will form the basis for future mail shots and promotion flyers.</p> <p>Ongoing</p> <p>Presently reviewing the new product lines, including the</p>

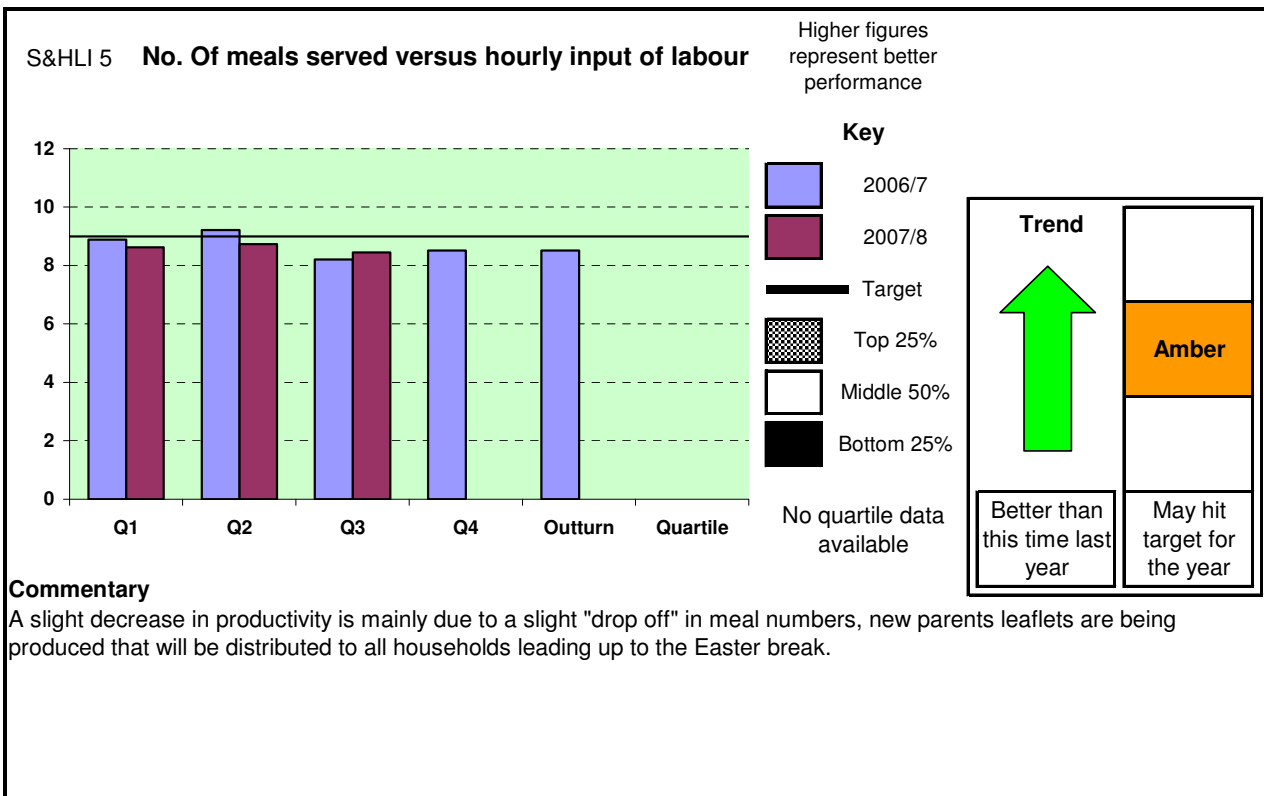
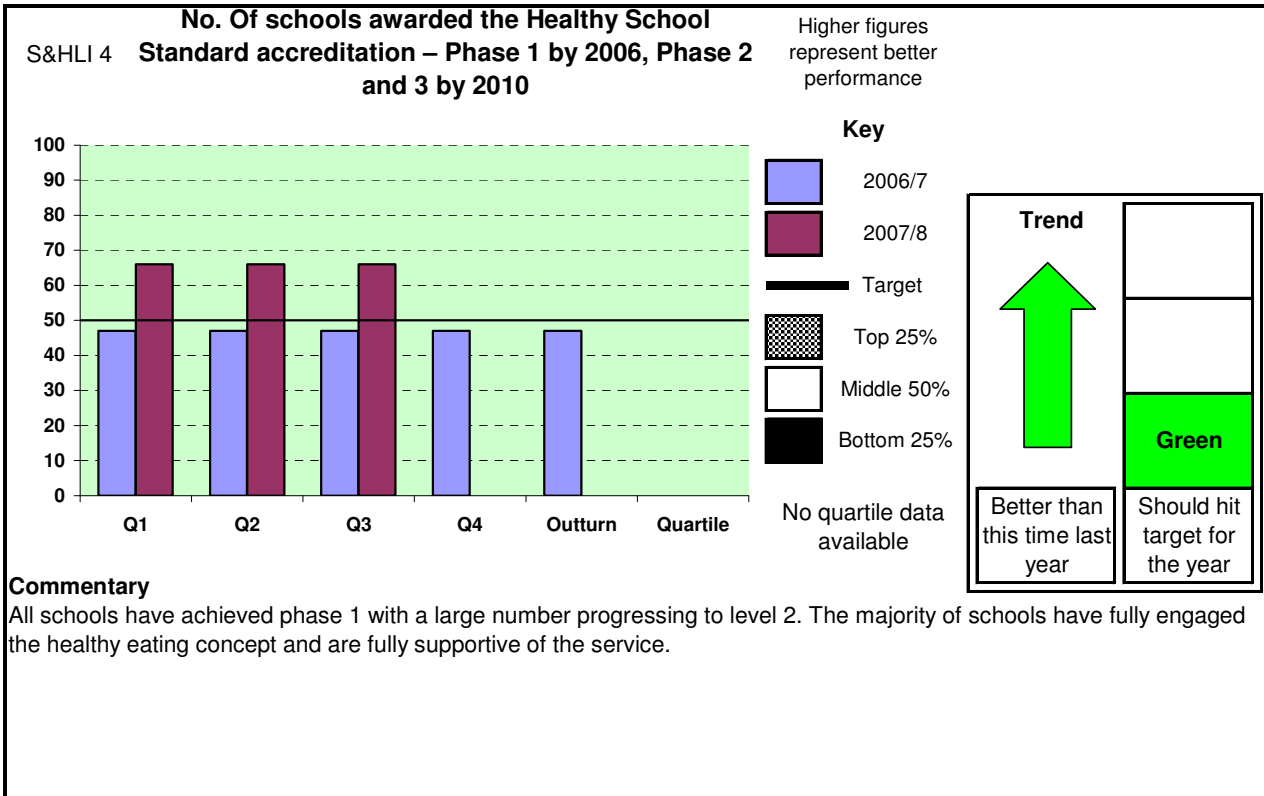
Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
		<p>forthcoming Rugby Season starting April 07 and Evaluate new food outlet points - September 07</p> <p>Conduct and complete a Stadium Benchmarking exercise - October 07</p> <p>Construct a business case - October 07, enabling the Stadium to hold a music concert</p> <p>Implement accepted recommendations of 2006 Energy Audit - March 2008</p>	  	<p>healthier options. Once evaluation is complete a programme of new initiatives will be introduced. The Stadium has been approached by a National paper who wish to do an article on the food initiatives offered here and are looking to raise awareness of healthier options.</p> <p>Completed. Analysis of data ongoing.</p> <p>Agreement for a Youth Festival, to be held July "08" which will incorporate on pitch musical activities. A visit is planned for March to the Britannia Stadium, Stoke, to seek guidance and advice.</p> <p>Ongoing, recent Invest to Save bid has been accepted and actions identified have been fully implemented.</p>
SH 03	Increase the number of Pupils registering and regularly eating free school meals,	Conduct and complete a School Meal		A number of Authorities have provided information enabling us to

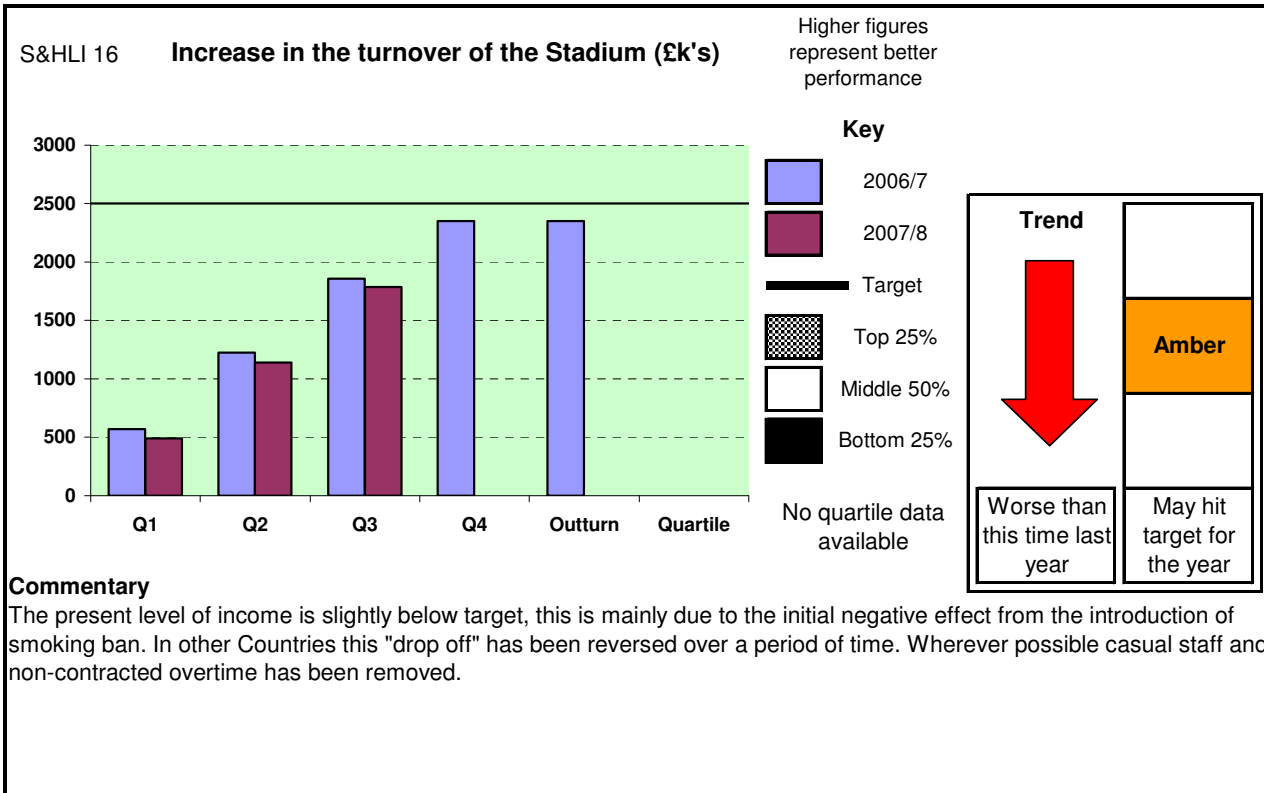
Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
	maximising benefit entitlement to families and improving dietary intake of pupils and carers.	<p>Benchmarking exercise to identify and learn better practice - July 07</p> <p>Simplify registration for free school meals by incorporating registration as part of housing benefit application - September 07</p> <p>Identify and target families with children eligible for free school meals to educate and encourage uptake for the academic year starting September 07</p> <p>Develop a bespoke Action Plan for each Secondary School following consultation with Pupils - September 07.</p>	  	<p>identify our areas of weakness, of particular concern is the present arrangement with Cheshire for food procurement with the imminent split of the Authority.</p> <p>Completed.</p> <p>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.</p> <p>Complete and actions being implemented.</p>

Service Plan Ref.	Objective	2007/08 Key Milestone	Progress to date	Commentary
		Review, evaluate and amend plan – March 08		Ongoing









ENVIRONMENT DIRECTORATE**CAFÉ BARS****HALTON STADIUM****Revenue Spending 2007-08**

	Annual Budget £'000	Budget 9/12ths £'000	Actual Spend £'000	Variance (overspend) £'000
<u>Expenditure</u>				
Employee-Operational	200	149	154	-5
Supplies and Services	9	7	15	-8
Food Provisions	108	81	123	-42
Total Expenditure	317	237	292	-56
<u>Income</u>				
Sales	-319	-239	-249	10
Total Income	-319	-239	-249	10
Net Expenditure	-2	-2	44	-46

ENVIRONMENT DIRECTORATE**STADIUM SERVICES****HALTON STADIUM****Revenue Spending 2007-08**

	Annual Budget £'000	Budget 9/12ths £'000	Actual Spend £'000	Variance (overspend) £'000
<u>Expenditure</u>				
Employee-Operational	559	426	473	-45
Employee-Premises	53	45	51	-6
Employee-Administration	246	185	185	-1
Premises	488	360	370	-10
Supplies and Services	345	268	313	-45
Food Provisions	182	136	105	32
Bar Provisions	258	193	227	-34
Vehicles	9	5	5	0
Capital Finance	571	428	428	0
Departmental Support Recharges	107	80	80	0
Central Support Recharges	147	110	110	0
Total Expenditure	2,964	2,236	2,347	-108
<u>Income</u>				
Sales	-1,012	-759	-696	-63
Fees & Charges	-484	-363	-310	-53
Rents	-147	-122	-93	-30
Internal Billing	-70	-53	-131	78
Total Income	-1,713	-1,297	-1,230	-67
Net Expenditure	1,252	940	1,117	-175




Environment Directorate.**Domestic Services Division 2007/2008.****Revenue Budget as at 31st December 2007.**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	2,513	1,882	1,989	(107)	1,989
Office Accommodation	97	0	0	0	0
Operational Buildings	18	0	0	0	0
Other Premises Costs	35	26	21	5	28
Supplies & Services	195	147	204	(57)	206
Hired & Contracted Services	15	12	11	1	11
Food Provisions	1,260	945	852	93	852
Transport	9	7	7	0	7
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	3,019	3,084	(65)	3,093
<u>- Income</u>					
- Sales - School Meals	-2,008	-1,560	-1,365	(195)	-1,365
Sales - Civic Catering	-162	-122	-68	(54)	-68
Support Service Income	-107	0	0	0	0
Government Grants	-122	-92	-92	0	-92
Reimbursements & Other Grants	-95	-41	-41	0	-41
School Meals - Free Children's Meals	-1,015	-707	-707	0	-707
School Meals - Catering Recharges	-293	-220	-242	22	-242
Civic Catering Recharges	-138	-104	-91	(13)	-91
Total Income	-3,940	-2,846	-2,606	(240)	-2,606
<u>Net Expenditure</u>	457	173	478	(305)	487

Comments

The overspend on labour is a result of higher than anticipated levels of sickness and an increase in food preparation time resulting from the new nutritional guidelines. Increased costs associated with the repair and maintenance of aging kitchen equipment has caused the overspend on supplies and services. The new nutritional guide lines maybe having an adverse effect on sales with pupils choosing from alternative lunchtime providers or bringing packed lunches, staff also appear to be choosing alternative lunch time providers.

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 <p>Indicates that the <u>objective</u> is <u>on course to be achieved</u> within the appropriate timeframe.</p>	<p>Indicates that the <u>target is on course to be achieved</u>.</p>
<u>Amber</u>	 <p>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.</p>	<p>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.</p>
<u>Red</u>	 <p>Indicates that it is <u>highly likely or certain that the objective</u> will not be achieved within the appropriate timeframe.</p>	<p>Indicates that the <u>target</u> will not be achieved unless there is an intervention or remedial action taken.</p>