HALTON
BOROUGH COUNCIL

Corporate Services Policy and Performance Board

**Tuesday, 23 February 2010 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

David W R

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chairman)	**Labour**
Councillor Alan Lowe (Vice-Chairman)	**Labour**
Councillor John Bradshaw	**Conservative**
Councillor Peter Browne	**Conservative**
Councillor Ellen Cargill	**Labour**
Councillor Mark Dennett	**Labour**
Councillor Susan Edge	**Labour**
Councillor Diane Inch	**Liberal Democrat**
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, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.

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

Agenda Item 3

REPORT TO:	Corporate Services Policy & Performance Board
DATE:	23rd February 2010
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 34(9).

1.2 Details of any questions received will be circulated at the meeting.

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

(i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.

(ii) Members of the public can ask questions on any matter relating to the agenda.

(iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.

(iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.

(v) The Chair or proper officer may reject a question if it:-

- Is not about a matter for which the local authority has a responsibility or which affects the Borough;
- Is defamatory, frivolous, offensive, abusive or racist;
- Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
- Requires the disclosure of confidential or exempt information.

(vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.

(vii) The Chairperson will ask for people to indicate that they wish to ask a question.

(viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.

(ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

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

- Please keep your questions as concise as possible.

- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.

- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1   None.

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

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

Agenda Item 4

REPORT TO: Corporate Services Policy and Performance Board

DATE: 23rd February 2010

REPORTING OFFICER: Chief Executive

SUBJECT: Executive Board Minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Executive Board and Executive Board Sub are attached at Appendix 1 for information.

1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

3.1 None.

4.0 OTHER IMPLICATIONS

4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 **Children and Young People in Halton**

None

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

None

5.3 **A Healthy Halton**

None

5.4 **A Safer Halton**

None

5.5 **Halton's Urban Renewal**

None

6.0   RISK ANALYSIS

6.1   None.

7.0   EQUALITY AND DIVERSITY ISSUES

7.1   None.

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

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

Extract of Executive Board and Executive Board Sub Committee Minutes Relevant to the Corporate Services Policy and Performance Board

EXECUTIVE BOARD MEETING HELD ON 15 October 2009

CORPORATE SERVICES PORTFOLIO

EXB47   PROPERTY SERVICES – REVIEW AND WAY FORWARD

The Board received a report of the Strategic Director, Corporate and Policy, on the Property Services Review and The Way Forward.

As part of the Council's Efficiency Review, KPMG had identified potential savings to the Council by changing the way it delivered its Property Services. Specialist input from the Chartered Institute of Public Finance and Accountancy Property (CIPFA) was commissioned. Their recommendation was to outsource the operational elements of Property Services, but retain an in-house strategic function along with a client/contract role.

The report identified the need for an adequately resourced in-house team to carry out the retained functions and to effectively manage the outsourced elements, with a suitably qualified Client Contract Manager appointed to ensure delivery of a value for money service. In addition, a number of procurement options were outlined together with the implications for staff in the Property Department in each option.

RESOLVED: That the Board approve the following actions:-

(1) a 'soft' market test exercise of the whole Service be undertaken, as outlined in the report;

(2) expert advice be engaged to ensure any future delivery model provided the best value to the Council; and

(3) work to commence on identifying and developing an in-house strategic/client management function to manage both the transition and any new contract arrangements.

Strategic Director - Corporate and Policy

CORPORATE SERVICES PORTFOLIO

EXB50 PROPOSED CLOSURE OF WIDNES MAGISTRATES' COURT

The Board received an urgent item of business regarding a consultation document from the Ministry of Justice on their proposed closure of the Widnes Magistrates' Court. The Board noted that the formal consultation period would end on 5 January 2010.

The Chief Executive informed the Board that, although the consultation document had been received on 14 October 2009, there had not been sufficient time for Members to be briefed prior to it being reported in the press.

The document circulated at the meeting contained an Executive Summary of the proposals of the Ministry of Justice. It stated that in order to achieve a more efficient service delivery to the public, it was proposed to permanently close the under-used court and continue with the arrangements to list cases at Runcorn Law Courts. The principal reasons for the proposal were given as:

- The court was under- utilised and dealt with a limited workload; and
- The building was no longer suitable for the provision of court services

The document went on to explain that the court facilities in Widnes were no longer cost effective and that significant savings and better value for money could be achieved by transferring all services to Runcorn.

Mark Reaney, Operational Director was nominated as the co-ordinator for the Borough Council's response to the Ministry of Justice.

RESOLVED: That

(1) the consultation document be sent to all Council Members and relevant External Partners inviting comments or views on the proposal by 30 November 2009;

        Chief Executive

(2) the Chief Executive be asked to present a report to Executive Board in December 2009 with a summary

of comments and a recommendation for the Council's response to the Ministry of Justice; and

(3) the Chief Executive be asked to meet with the Court Service to discuss the proposal and the possible future use of the building.

EXECUTIVE BOARD MEETING HELD ON 5 NOVEMBER 2009

EXB54 HALTON BOROUGH COUNCIL - VOLUNTEER STRATEGY

The Board received a report of the Strategic Director, Health and Community on the Council Volunteer Strategy.

The Strategy would promote volunteering within Halton Borough Council as an activity quite distinct from paid employment, and in certain situations, volunteers would work alongside other volunteers towards carefully defined goals. In other cases, they may work alongside paid staff providing an additional value to the work of Council employees. Volunteers would represent an additional resource that could bring a fresh perspective, focus and stamina to a department, office or group. In addition volunteers may provide a means of accessibility for service users who otherwise would feel or remain excluded from local or Council activity.

Members were reminded that, as part of the development of the Strategy, a 'Building Common Ground' workshop was held that involved staff across the Council and both statutory and voluntary sectors. The workshop looked at the vision for volunteering that they felt Halton should adopt and the way in which an effective volunteering service could be created and ways to improve current activities.

Halton Voluntary Action (HVA) had been commissioned to undertake a six month project to identify ways to increase volunteering activity within the Adult Social Care Service. It was noted that the cost of the project had been funded from within existing Health and Community Directorate Resources.

RESOLVED: That the Board approve the Halton Borough Council Volunteer Strategy as attached to the report.

Strategic Director - Health and Community

EXECUTIVE BOARD MEETING HELD ON 19 NOVEMBER 2009

EXB57   GAMBLING ACT 2005 POLICY STATEMENT OF GAMBLING POLICY

       The Board received a report which set out the Gambling Act 2005 Statement of Gambling Policy.

       The Board were advised that, under Section 349 of the Gambling Act 2005, the Council were required to adopt a three-year licensing policy. At its meeting on 9 September 2009, the Board approved a draft Statement of Gambling Policy for consultation. A public consultation exercise was undertaken and one response received from the British Beer and Pub Association. Details of the response were attached to the report at Appendix 1.

       It was noted that no changes were made to the draft statement as a result of the consultation exercise, and that once adopted, the Statement of Gambling Policy would be used by applicants and the Regulatory Committee in accordance with the Gambling Act 2005.

       RESOLVED: That Council be recommended to adopt the Statement of Gambling Policy as attached to the report.   Chief Executive

EXB58   HALTON 2000 SURVEY ON THE COUNCIL'S BUDGET

       The Board received a report of the Strategic Director, Corporate and Policy, on the results of the recent Halton 2000 Survey.

       In October 2009, members of Halton's Citizen's Panel were sent a questionnaire asking them for their opinions on a range of Council services. The response rate was 53.5% and a summary of the results were attached to the report.

       The survey was aimed at gauging public opinion of the Council's spending on services. The first part of the survey asked about the top five priorities in relation to Council spending and preferences of spending and saving money in relation to those priorities identified within the Community Strategy. The top five priority spending areas selected by respondents were:

- Health Services
- The level of crime
- Education provision
- Job prospects
- Affordable decent housing

The second part of the survey invited opinions on Council Tax payments in relation to service standards and introducing/increasing charges for certain Council provided services. The Board noted that nearly 63% of respondents had shown support for the Council to increase its charges which included such services as pest control and the removal of bulky waste.

The survey also asked a question on the preferred methods of consultation on future Council budgets, the format of information available and the method of receiving information on the budget. The three preferred methods identified by respondents on how the Council spent its money were:

- Via the Council Tax leaflet
- Via 'Inside Halton'
- Via the local press

RESOLVED: That

(1) Executive Board note the results of the survey; and

(2) the results be taken into account when considering the 2010/11 Budget proposals.

Strategic Director - Corporate and Policy

EXB59   MEDIUM TERM FINANCIAL STRATEGY

The Board received a report of the Operational Director, Financial Services, on the Medium Term Financial Strategy for 2010/11 to 2012/13.

The Medium Term Financial Forecast (MTFF) set out a three year projection of resources and represented the "finance guidelines" which formed part of the medium term corporate planning process. The guidelines identified the financial constraints the Council would face in delivering its key objectives and were an important influence on the development of the Corporate Plan and Service Plans and

Strategies.

Members were advised that, due to uncertainty about the level of public sector spending, the projections should be treated with a considerable degree of caution, although they did provide initial guidance to the Council on its financial position in the medium term.

The objectives of the Council's Medium Term Financial Strategy were outlined in the report. In setting the revenue and capital budgets, the Council had regard to its priority areas as set out in the Council's Corporate Plan and in Halton's Sustainable Community Strategy. The MTFF showed that within the budget strategy, the spending required to maintain existing policies and programmes was expected to increase at a faster rate than available resources. As a result, additional spending on new or improved services would have to be kept to an absolute minimum, and in order to balance the budget, the Forecast showed that significant cost savings of at least £6m would be needed in each of the next three years.

The MTFF showed that there were sufficient resources to cover the cost of the current Capital Programme although it was unlikely that the Council would receive significant levels of capital receipts; as such the opportunity for additional capital spending would be severely limited and new spending would be limited to schemes with funding attached.

The Board were reminded of the outcome of the Halton 2000 Citizens Panel Survey on the Council's Budget (minute EXB58 refers), the results of which would be taken into account in the preparation of the 2010/11 Budget proposals.

RESOLVED: That

(1)   the Medium Term Financial Forecast be noted; | Operational Director - Financial Services

(2)   the base Budget be prepared on the basis of the underlying assumptions set out in the Forecast;

(3)   the Budget Strategy and Capital Strategy be approved;

(4)   the Reserves and Balances Strategy be

approved; and

(5)   further reports on the Budget be considered by the Executive Board.

Councillor S Nelson declared a personal interest in the following item of business as he was the Chair of Governors at Grange Junior School.

EXECUTIVE BOARD MEETING HELD ON 3 DECEMBER 2009

EXB62   ANNUAL AUDIT LETTER

The Board considered a report of the Strategic Director, Corporate and Policy on the Annual Audit Letter 2008/09.

The Board was advised that the Annual Audit Letter summarised the findings from the 2008/09 audit completed by the Council's External auditors. The Letter included messages arising from the audit of the financial statements and the results of the work that had been undertaken in assessing the Council's arrangements to secure value for money in the use of its resources.

Mr M Thomas, District Auditor attended the meeting and reported that the Council had achieved a very good report in challenging times. In respect of the use of resources which determined how well the Council managed and used their financial resources it had been concluded that the KLOE (key lines of enquiry) scores reflected a Council that was performing consistently above the minimum standards specified by the Audit Commission, a Level 3 performance.

RESOLVED: That the Annual Audit Letter be approved.

Strategic Director – Corporate & Policy

EXB63   DETERMINATION OF COUNCIL TAX BASE - KEY DECISION

The Board considered a report of the Strategic Director, Corporate and Policy regarding the "Tax Base" for the area and the tax base for each of the Parishes. It was noted that the Council was required to notify the figure to the Cheshire Fire Authority, the Cheshire Police Authority and

the Environment Agency by 31st January 2010. In addition, the Council was required to calculate and advise, if requested, the Parish Councils of their relevant tax bases.

The Board was advised that the Tax Base was the measure used for calculating the council tax and was used by both the billing authority (the Council) and the major precepting authorities (the Cheshire Fire Authority and the Cheshire Police Authority) in the calculation of their council tax requirements. It was arrived at in accordance with a prescribed formula representing the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent of Band "D" dwellings. Taking account of all the relevant information and applying a 99% collection rate, the calculation for 2010/11 gave a tax base figure of 38,200 for the Borough as a whole.

The Board noted that the collection rate of 99% was what was currently achieved and was amongst the best in the region.

RESOLVED: That Council be recommended that

(1)   the 2010/11 Council Tax Base be set at 38,200 for the Borough, and that the Cheshire Fire Authority, the Cheshire Police Authority, and the Environment Agency be so notified; and

(2)   the Council Tax Base for each of the Parishes be set as follows:

Parish	Tax Base
Hale	729
Halebank	594
Daresbury	142
Moore	343
Preston Brook	352
Sandymoor	938

EXB64   PROPOSED CLOSURE OF WIDNES MAGISTRATES COURT - RESULTS OF CONSULTATION

The Board considered a report of the Chief Executive

Strategic Director – Corporate & Policy

which contained a summary of responses received following the consultation exercise on the proposed closure of Widnes Magistrates Court.

The Board noted that the Ministry of Justice had consulted the Borough Council on their proposals to close Widnes Magistrates Court. The period of formal consultation would end on 5 January 2010. At its meeting on 15 October 2009, Executive Board resolved the following:

- The Consultation Document be sent to all Council Members and relevant external partners inviting comments or views on the proposal by 30 November 2009;

- The Chief Executive be asked to present a Report to the Executive Board in December 2009 with a summary of comments and a recommendation for the Council's response to the Ministry of Justice; and

- The Chief Executive be requested to meet with the Court Service to discuss the proposal and the possible future use of the building.

The Board was advised that the Leader and Chief Executive had met with the Court Service Staff on 10 November 2009; they expressed the view that, should the proposal to close take effect, they would wish to see the site utilised for the benefit of the Community.

The report had been prepared prior to the end of the consultation deadline and contained the comments that had been received from Members. It was noted that no additional comments had been received since the draft response had been prepared.

RESOLVED: That the Chief Executive, in consultation with the Portfolio Holder for Corporate Services be authorised to finalise and despatch the Council's response to the consultation.

Chief Executive

(NB: Councillor Wharton declared a Personal Interest in the following item due to being a Member of the Halton Transport Board and remained in the meeting during consideration of the item.)

EXB65 CHANGES TO THE CONSTITUTION

The Board considered a report of the Strategic Director, Corporate and Policy, on proposed changes to the constitution in respect of the exercise of powers in relation to Halton Transport.

Under the Council's constitution all matters relating to Halton Transport were reserved to the Council, and the exercise of voting rights as a major shareholder was delegated to the Chief Executive.

The Board was advised that Halton Transport wanted to make a fuel hedging arrangement for which the bank required a guarantee from the Council. Under the Constitution, this decision would be reserved to Council, and given the calendar of meetings, any delay in such a decision could result in a financial loss to Halton Transport.

The proposed change in wording was as follows:

"To exercise voting rights on behalf of the Council where the Council is the shareholder of a company and to take action up to £250,000 which may be considered appropriate from time to time."

RESOLVED: That Council be recommended to amend the Constitution, as set out above.

Strategic Director – Corporate & Policy

EXECUTIVE BOARD 28 JANUARY 2010

CORPORATE SERVICES PORTFOLIO

EXB83   MEMBER APPOINTMENT TO DEVELOPMENT CONTROL COMMITTEE AND SCRUTINY CO-ORDINATOR ROLE

The Board received a report of the Chief Executive on the nominations for Member Appointments to the Development Control Committee and the Scrutiny Co-ordinator Role.

The Board were advised that under Standing Order 30 (3) a vacancy occurring on any Panel, Board or Committee of the Council shall be reported to Council by the Executive Board, together with a recommendation by the Board as to the name of the Member(s) proposed to fill any vacancy.

In addition, the Board were advised that notification of

a change of representation had been received in writing for the Healthy Halton Policy and Performance Board and that this would be reported to Council for information under Standing Order 30 (4).

RESOLVED: That Council be advised

(1)   that vacancies had occurred following the untimely death of Councillor Sue Blackmore; and

(2)   that the Executive Board recommends the following Member Appointments be approved for the remainder of the 2009/10 Municipal Year:-

(a)   Councillor Ernest Ratcliffe be appointed to the Liberal Democrat vacancy on the Development Control Committee; and

(b)   Councillor Mrs Margaret Ratcliffe be appointed to the Scrutiny Co-ordinator Role.

EXB84 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

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

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

RESOLVED: That as, in all the circumstances of the

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

EXB85 ACCOMMODATION

The Board received a report of the Strategic Director, Corporate and Policy, on Accommodation.

In October 2009, Council had approved a number of accommodation proposals aimed at ensuring that Catalyst House was vacated by 1 April 2011 to facilitate the construction of the Mersey Gateway. In addition, refurbishment of the Municipal Building and consideration of other office accommodation solutions were agreed.

The report outlined details of alternative accommodation which had become available in Widnes since October 2009. It contained an appraisal of the benefits of leasing the premises identified, and explained how this course of action would help in the delivery of the Mersey Gateway project timetable. It was agreed that an update report on the progress of negotiations would be brought to a future meeting of the Executive Board.

RESOLVED: That

(1)	the approach outlined in the report to vacate Catalyst House by 1 April 2011 be approved; and	Strategic Director - Corporate and Policy
(2)	the Strategic Director, Corporate and Policy, in consultation with the Corporate Services Portfolio Holder, be authorised to conclude negotiations to lease part of Kingsway House on the most advantageous terms available to the Council.	

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 5 NOVEMBER 2009

CORPORATE SERVICES PORTFOLIO

ES31   ICT CAPITAL SPEND PROFILE 6 MONTH REVIEW

The Sub-Committee considered a report which outlined the spending profile for the current ICT infrastructure requirements for 2009/2010. The April to September 2009 spend profile required a clear focus upon the completion of the technical aspect related to the Code of Connection requirement for the Authority. The vast majority of this work had now been undertaken.

Phase 2 of the 2009/10 ICT Infrastructure capital programme would be aimed at the removal of Citrix 3, the Authority's aging desktop devises, and the upgrade of the new Citrix Remote Access Solution 4. Complementing this project it was proposed the Authority brought the Children and Young People's Licensing arrangements for all Desktop Microsoft Software applications in line with the Corporate Microsoft Enterprise Agreement allowing greater flexibility during the upgrade process and delivering further savings upon the already heavily discounted licensing within this environment.

Additional infrastructure projects included the replacement of the back up Libraries device and replacement of the main Watch Guard Firewall. Replacement of the air conditioning devices would also be included.

RESOLVED: That the Sub-Committee approve the spend profile.

ES32   TREASURY MANAGEMENT 2009/10 2ND QUARTER

The Sub-Committee received a report from the Operational Director – Financial Services on the Treasury Management 2009/10 2nd Quarter (July to September) which updated the Sub-Committee on activities undertaken on the Money Market as required by the Treasury Management Policy (TMP). The Operational Director reported on the current economic background based upon information supplied by the Council's treasury management advisors, Sector.

The report provided supporting information on the short-term rates, longer-term rates, temporary borrowing/ investments, longer-term borrowing/investments and policy guidelines. It was noted that all the policy guidelines in the TMP had been complied with.

RESOLVED: That the report be noted.

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 3 DECEMBER 2009

CORPORATE SERVICES PORTFOLIO

ES41   DISCRETIONARY NON DOMESTIC RATE RELIEF

The Board received a report of the Strategic Director, Corporate and Policy requesting members to consider two applications for discretionary non-domestic rate relief, under the provisions of the Local Government Finance Act 1988.

The report advised that under the provisions of Section 47 of the Local Government Finance Act 1988, the Authority was allowed to grant discretionary rate relief to organisations that were either a charity or a non-profit making organisation.

RESOLVED: That

(1) under the provisions of Section 47, the Local Government Finance Act 1988, discretionary rate relief be granted to the following organisation at the percentage indicated, for the period from 1st April 2009 or the commencement of liability, whichever is the later, to 31st March 2013:

Strategic Director
Corporate   and
Policy

Halton Access to Media	100%
Halton YMCA Limited	20%

ES42   2009-10 HALF YEAR SPENDING

The Sub-Committee considered a report which summarised the overall revenue and capital spending position as at 30th September 2009.

In overall terms, revenue expenditure was below the budget profile. However, this was only a guide to eventual spending. It was noted that spending on employees was

also below the budget profile which was primarily due to the delay in settling the 2009 Pay Award. The Budget included 2.5% for the pay award, which had now been settled at just over 1% in total and the new rates were paid in October along with the arrears of pay. As a result, budgets would be revised to reflect the actual pay award. However, this would be partly offset by the additional 0.3% awarded in respect of the 2008 Pay Award following arbitration, which was 0.25% higher than budget.

Following the Pay and Grading Review appeals for the Health and Community Directorate have been completed resulting in a total additional cost in the year £280,000. This comprised £141,000 relating to one off back pay costs which had been met from reserves and £139,000 for on-going additional annual costs which would need to be contained within existing Directorate budgets. In addition, it was noted that electricity costs were expected to be below budget following the commencement of a new contract in October 2009.

With regard to income, this was currently below budget profile in a number of areas, some of which may be reflected by the economic downturn and, at this stage, appeared likely to be below budget by year end. It was expected that the shortfalls would continue into next year. At this stage, it did not appear that the shortfalls in income were having an adverse effect upon the Council's overall net budget. However, this would be due to delays in spending and would need to be kept under close scrutiny by Directorates during the second half of the year.

In respect of capital spending, it was noted that spending to 30th September 2009 totalled £10.7m which was 69% of the planned spending of £15.4m at this stage. However, this only represented 29% of the total capital programme of £37.5m (which assumes a 20% slippage between years). The main areas of programme slippage to date were in respect of Mersey Gateway advance land acquisition and Bridge maintenance.

Although historically capital expenditure was significantly higher in the latter part of the financial year, it was important that project managers maintained pressure to keep projects and spending on schedule and, in particular, to ensure that all external funding was maximised.

It was also noted that the Council's balance sheet

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

RESOLVED: That

(1) the report be noted;

(2) budget managers continue to closely monitor and control spending and income levels, to ensure that overall spending remained in line with budget by year end.

EXECUTIVE BOARD SUB COMMITTEE 14TH JANUARY 2010

CORPORATE SERVICES PORTFOLIO

ES50 ACCEPTANCE OF TENDER FOR KINGSWAY HEALTH CENTRE

The Sub-Committee considered a report of the Strategic Director, Corporate and Policy regarding the tendering process relating to the refurbishment and extension of Kingsway Health Centre to form a new centre for youth services.

The Council had previously been informed in February 2009 from the My Place Committee on behalf of the Department for Children Schools and Families that a bid to extend and refurbish the Kingsway Health Centre in Widnes to provide a world-class facility for youth services in Halton had been successful. A grant of £2,500,000 had been awarded. Additional funding had been provided for this scheme from the Youth Capital budget £452,000, the DCSF Extended School budget £17,000 and a £35,000 contribution from the Primary Care Trust. Therefore the total budget available was £3,004,000.

Tenders were invited from six contractors in a two stage process, designed to ensure that the contractor offering best value was appointed to carry out the project. Following analysis of the stage 1 bids, which were assessed on both price and quality, four contractors were chosen to progress to stage 2.

At stage 2 a detailed presentation and rigorous interview of each of the four contractors was undertaken by

an appointed panel to establish quality levels as part of the overall review. The aggregate of both price and quality from this two stage process resulted in a preferred contractor, Globe Management Services Limited, being chosen for this project.

In order to provide part of occupation of the building in March 2010, with the completion of the remaining work in September 2010 and to expend the Youth Capital Plus Fund of £452,00 by the end of March 2010, phase 1 was started in October 2009.

A further report outlining the revenue implications for the project would be presented to the Executive Board on 28th January 2010.

RESOLVED: That Members note that the tender submitted by Globe Management Services Limited had been accepted by the Strategic Director, Corporate and Policy and a contract had been entered into, with a contract sum of £2,508,643.00.	Strategic Director Corporate Services

(NB: Councillor Nelson declared a personal and prejudicial interest in the following item due to being a board member of Halton Housing Trust and left the meeting during its consideration)

CORPORATE SERVICES PORTFOLIO

ES51 SALE OF LAND AT AVONDALE DRIVE, WIDNES

The Sub-Committee considered a report which sought approval for the sale of land forming part of the site of the former Our Lady of Perpetual Succour Roman Catholic Infants School, Avondale Drive, Widnes.

RESOLVED: That

(1) the report be noted; and

(2) approval be given for the sale of the site of the former Our Lady of Perpetual Succour Infants School, Avondale Drive, Widnes to McInerney Homes, subject to full planning consent being given.	Strategic Director Corporate Services

EXECUTIVE BOARD SUB COMMITTEE 28TH JANUARY 2010

CORPORATE SERVICES PORTFOLIO

ES53   TREASURY MANAGEMENT 2009/10 3RD QUARTER OCTOBER TO DECEMBER

The Sub-Committee received a report from the Operational Director – Financial Services on the Treasury Management 2009/10 3rd Quarter (October to December) which updated the Sub-Committee on activities undertaken on the Money Market as required by the Treasury Management Policy (TMP). The Operational Director reported on the current economic background based upon information supplied by the Council's treasury management advisors, Sector.

The report provided supporting information on the short-term rates, longer-term rates, temporary borrowing/ investments, longer-term borrowing/investments and policy guidelines. It was noted that all the policy guidelines in the TMP had been complied with.

It was also reported that a members' seminar on Treasury Management had been arranged for 17th February 2010 in the Stobart Stadium.

RESOLVED: That the report be noted.

REPORT TO: Corporate Services Policy and Performance Board

DATE: 23rd February 2010

REPORTING OFFICER: Chief Executive

SUBJECT: Halton Strategic Partnership Board minutes

WARD(s):   Boroughwide

1.0   PURPOSE OF REPORT

1.1   The Minutes relating to the Corporate Services Portfolio which have been considered by the Halton Strategic Partnership Board are attached at Appendix 1 for information.

2.0   RECOMMENDATION: That the Minutes be noted.

3.0   POLICY IMPLICATIONS

3.1   None.

4.0   OTHER IMPLICATIONS

4.1   None.

5.0   IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1   **Children and Young People in Halton**

       None

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

       None

5.3   **A Healthy Halton**

       None

5.4   **A Safer Halton**

       None

5.5   **Halton's Urban Renewal**

       None

6.0   RISK ANALYSIS

6.1   None.

7.0   EQUALITY AND DIVERSITY ISSUES

7.1   None.

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

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

HALTON STRATEGIC PARTNERSHIP BOARD

Minutes of a meeting held on Wednesday, 16 September 2009 at the Bridge Suite, Stobart Stadium

Present:

Board Members:	Councillor Rob Polhill (Chairman), Councillor Marie Wright, Fiona Johnson, Mark Wilson, Terry Parle, Mike Fry, Beth Edwards, Cllr Swain, Mike Sheehan, Cllr D Cargill, Eric Hudson, Neil Maguire (deputising for K Mothersdale), Sean Henshaw (deputising for J Redmond), John Ward (deputising for G Finchett), Rev. Ray Jones and Nick Atkin.
Observers:	Matthew Roberts, Jane McCusker and Chris Koral.
Advisors to the Board:	Gerald Meehan, Rob Mackenzie, Shelah Semoff, Michelle Baker, Wesley Rourke, Helen Slater, Nick Mannion,
In Attendance:	Gill Fenna, Andrew Pladgeman and Lynn Derbyshire
Apologies for Absence:	D Parr, G. Finchett, Cllr Hignett, K. Mothersdale, D Sproson, J Redmond, J Rowlands and I Williamson

74   MINUTES OF THE LAST MEETING AND MATTERS ARISING

The Minutes of the meeting held on 20 May 2009 having been printed and circulated were agreed as a correct record.

In respect of Minute Number EXB65 – Sustainable Community Strategy Review, the Board was advised that this had been adopted by the Council on 22 July 2009 and copies were available for Members of the Board.

75   CLIMATE CHANGE BRIEFING

The Board received a presentation from Gill Fenna, Climate Change Local Area Support Programme (CLASP) on climate change which:-

- Outlined the role of CLASP and gave information on contact details www.clasp-nw.info, email - ailsa@clasp-nw.info;

- Highlighted and explained the various national indicators related to climate change;

- Outlined and explained the importance of the National Indicator 186: per capita CO_2 and that there would need to be an 11 % reduction by 2011 across all Halton. It was highlighted that this was the most difficult

target to achieve as it included everyone who travelled through Halton but not via the motorway;

- Gave a breakdown of Halton's CO_2 baseline (1.191,000 tonnes of CO_2 based on 2005 data) which would mean a target savings of 132,000 tonnes per year;

- Explained what the 11% savings would mean to Halton and the scale of work that would need to be undertaken and the finance to be saved by doing this;

- Gave examples of how the savings could be achieved;

- Explained the steps to be taken in respect of National Indicator 186 – i.e. understanding the target and what needed to be done to achieve it, by looking at existing actions and how much they would contribute and identifying who could influence which emissions, identifying gaps, extending the reach of existing actions or further action and agreeing which partner could deliver specific actions;

- Outlined how to develop a win : win approach to climate change and how to link to other priorities/actions by maximising impact and by sharing resources and creating partnerships that attracted national or innovative funding;

- Gave examples on how climate change positively impacted on other performance indicators and targets;

- Gave examples of projects throughout the country on how various Councils had reduced their CO_2 emissions and the innovative approaches that had been used to achieve the reduction; and

- Listed the possible approaches to promote CO_2 reduction programmes in respect of businesses.

The Board was advised that it was responsible for the delivery of National Indicator 186 and that CLASP support was available. In addition a workshop to make progress on this indicator was taking place on 16 October 2009 and members of the Board were invited to attend. It was reported that emails with further details of the event would be sent to all members. It was highlighted that the NI 186 was the most difficult indicator to achieve and all Members were encouraged to attend the workshop.

The Board was further advised that handouts of the presentation were available at the meeting.

RESOLVED: That

(1)   the presentation and comments made be noted; and

(2)   that Gill Fenna, CLASP be thanked for her informative presentation.

76   PRESENTATION: CAA AREA ASSESSMENT FEEDBACK

The Board received a presentation from Peter Forrester (Audit Commission) on feedback from the CAA Area Assessment which:-

- Explained and gave an update on the green and red tags reporting system, the timetable and the next steps in respect of the CAA Assessment Process;

- Set out the position of the tags in June as follows:-

  Red Tags   -   Health Inequalities in Halton;
                     Teenage Pregnancy;
                     Housing;
                     Skills and Worklessness.

  Green Tags   -   Regeneration of Castlefields
                     Transport to Work

- Outlined the current position in relation to tags in that the only remaining areas that remained red were – Health, Teenage Pregnancy and Worklessness, Skills, and Post 16 Attainment and that the Youth Offending Service had obtained a Green flag;

- Outlined the current position in respect of issues to report in the following areas:-

  - Housing, Health Inequalities, Urban Renewal, Environmental Improvements, Castlefields Regeneration, Dealing with Recession, Crime and Community Safety, Children and Young People and Adults;

- Set out the next steps in the process which included, feedback from CQC and Ofsted, provision of draft text with opportunities for further evidence to be sent by 25/9/09. On 19 October a Pre Publication Report, would be provided with the opportunity to request a review of any red flags, with publication on 10 December 2009;

- Outlined how the CAA would be reported and that there would be a new one place website available on 10 December 2009, which would form the main communication tool with summaries of each assessment written in plain English; and

- Showed an image of how the new website would look like.

The following points/comments arose from the presentation:-

- It was noted that the website would be via the direct.gov website;

- It was noted that Castlefields was not a green flag due to it being work in progress, but it was envisaged that this could be reviewed next year;

- Clarity was sought on when the Ofsted and the Care Quality Commission judgements and commentary would be available.

  In response, it was reported that the Area Assessment text would be available later this week. The assessment would feed into the Councils assessment for Ofsted – 25 September 2009. This would be sent to the Council for review. The CQC – adult assessment was on Monday and the Council score would be available in late October;

- It was noted that it was important to maximise publicity in respect of joint working in Halton, and it was crucial to have a joint consistent and collective overall approach to the questions re red and green flags co-ordinated through the Council's communications and marketing department;

- It was reported that the Board would receive an email containing details of the website; and

- The Board were reminded that following their meeting there would be an additional session of the lead officers group dealing with the CAA, and this would be a further opportunity to provide information following this presentation.

RESOLVED: That the presentation be received and comments made be noted.

77 LPSA2 REWARD GRANT

The Board received a report which advised of the expected level of Reward Grant from Local Public Service Agreement Round 2 (LPSA2) and asked Members to consider how the grant should be utilised.

The Board was advised that the following options could be considered for allocating the reward grant:-

1. Make the reward grant available to the SSPs that earned it to use as they see fit;

2. To use the reward grant to commission further interventions on the basis of current need. This may result in the funds being allocated to partnerships other than those which earned it; and

3. A compromise between 1 and 2 above – 50% of the reward returned to the partnerships responsible for earning it, the balance to be used to commission on the basis of need.

The Board was further advised that it could be argued that the reward grant should go to those partnerships or organisations responsible for successfully attaining the stretch targets, However, that would ignore the principle adopted by the Board of commissioning on the basis of evidence in need. It was therefore, recommended that all SSP's be invited to identify priority areas for further investment i.e. areas currently underperforming, and bring forward proposals for further commissioning in those areas as set out in Option 2 above.

In addition, it was reported that in assessing proposals for additional commissioning, that the Board may want to take account of the following:-

- The fit with the objectives and targets in the community strategy;
- Evidence of need;
- Evidence for the likely success of this particular intervention;
- Track record of SSP and lead partners in programme delivery and achievement of targets;
- The need to avoid unfunded ongoing financial commitment (this is time limited funding as set out in the table above so the interventions need to be time limited, or have a very clear exit strategy); and
- The 2009 reward grant cannot be formally committed until the amount has been confirmed by government.

It was highlighted that the views of the HSPB on the use of reward grant would be reported to the Council's Executive Board on 15th October and full Council on 21st October for endorsement. It was reported that the SSPs should start developing commissioning proposals with a view to a report back to the November HSPB, subject to the decision of the Council.

After considerable discussion the Board agreed to support Option 2 for allocating the reward grant.

RESOLVED: That

(1)   Subject to formal approval from the Borough Council, the Specialist Strategic Partnerships are invited to bring forward commissioning proposals based on the likely available reward grant for the next meeting of this Board;

(2)   The proposal for the use of some of the capital reward grant to convert vacant industrial or commercial premises for managed workspace be supported;

(3)   The use of £250,000 revenue reward to avoid reductions in existing Council services in 2009/10 be noted; and

(4)   The reward grant be used to commission further interventions on the basis of current need, which may result in the funds being allocated to partnerships other than those which earned it.

78   MANAGED WORKSPACE PROPOSAL

The Board received a report which outlined a proposal developed by the Urban Renewal SSP with regard to Managed Workspace.

The Board was advised that during discussion about the use of Working Neighbourhood Fund under spend to mitigate the effects of the economic downturn, SSP Chairs were asked to consider this proposal from the Urban Renewal SSP. The SSP Chairs had suggested that it might be funded from LPSA reward grant as a capital project. It was reported that the proposal aimed to address the shortage and the Urban Renewal SSP sought the financial support of the Board.

RESOLVED: That the proposal be approved for funding from the LPSA2 reward grant.

79   COMPACT PRINCIPLES FOR HALTON

The Board received a report of discussions that had taken place between colleagues from the Partnership, Halton Borough Council and the Voluntary and Community Sector, in response to a Government consultation document.

The Board was advised that a Compact was an agreement between different sectors that provided general principles, values and guidelines within a consistent framework for partnership working.   Its specific aims should be as follows:

•   To develop and define better relationships;

•   To develop an understanding and joint working between all sectors at all levels;

•   To encourage the flow of information and communication between sectors;

•   To support the whole range of community participation, from consultation to empowerment; and

•   To provide extra encouragement for voluntary and community activity.

The Board was further advised that whilst Halton's wished to embed the Compact Principles in the Local Area Agreement should be seen as forward thinking, it was however felt it should be given a section of it's own, as originally intended with the development of the Statement of Community Involvement (SCI). This would ensure that it was annually reviewed as part of the LAA

process. A Compact Self Assessment Toolkit was attached to the report for guidance.

RESOLVED: That the Board support the development of an Statement of Compact Principles to be included in the next refresh of Halton's Local Area Agreement.

80   NEIGHBOURHOOD MANAGEMENT

The Board considered a report which advised on the progress in developing neighbourhood management in Halton and to consider options for its future.

The Board was advised that the key issue for neighbourhood management was consideration of the options for sustaining neighbourhood/locality working beyond 2010.

The Board was further advised of three options for the future of neighbourhood/locality working in Halton once the funding had expired for discussion as follows:-

- Option 1 – Complete closedown;

- Option 2 – Transfer of the Neighbourhood Management Partnership to a third sector/charitable host/accountable body; and

- Option 3 – The development of wider more systematic or targeted locality working and community engagement arrangements across the whole Borough based on the Borough Council's Area Forum 'footprint'.

In this respect the Board received a presentation from Councillor Swain, Chair of the Neighbourhood Management Board and Nick Mannion, Director of Neighbourhood Management which:-

- Gave a brief outline of what the Government's expectations and the key drivers;

- Gave examples of how the programme had helped to 'make a difference' in Halton;

- Outlined partner's perceptions; and

- Set out the next steps.

In conclusion, the Board was advised of the following:-

-   that current funding sources ended in March 2010;
-   That the Partnership would need to consider where next?

- That there was a need to develop greater involvement from residents and support and enable partners to undertake community working; and
- Post 2010 it was essential that there was a mechanism for continuing locality working.

It was noted that the Council's Corporate Services Policy and Performance Board had set up a working party to look at this issue and all comments would be taken into account.

RESOLVED: That

(1)   the report, presentation and comments made be noted; and

(2)   a further report with detailed proposals be presented to the next meeting of the Board.

81   SSP UPDATES

The Board received a report which provided quarterly performance information from the five Strategic Specialist Partnerships:-

- Children and Young People;
- Employment, Learning and Skills;
- Health;
- Safer Halton; and
- Urban Renewal.

Employment, Learning and Skills SSP – it was noted that a significant underspend was developing but that this was being addressed. It was also noted that the impact of the recession on SSP projects would be closely monitored and corrective action taken as required.

Safer Halton Board Summary – Page 71 – NI 39 – Alcohol Harm related hospital admission rates (data not received) – clarity was sought on why no data was being received.

In response, it was reported that systems were in place, and meetings took place regularly. However there was currently a debate on how alcohol related health problems could be measured. In addition a Health SSP Performance Group had been established and it was reported that the reasons for the lack of data would be explored.

RESOLVED: That the reports from the five SSP's be noted.

82   WNF FINANCIAL SUMMARY

The Board considered a report which gave information on the outstanding financial issues for Working Neighbourhood Fund spend.

The Board was advised that it was vital that Partner Organisations ensure invoices for Quarters 1 and 2 were sent to the Partnership Team as soon as possible following the monitoring return deadline for Quarter 2 (Friday 16 October). An up to date picture would then be established for the Board's next meeting in November.

RESOLVED: That

(1)   Members ensure their organisations make claims for Quarter 2 of this year's allocation as promptly as possible to ensure a complete 6 month update could be brought back on 9 November 2009; and

(2)   SSP's are to ensure all outstanding paperwork is brought up to date by project managers, both for core and commissioning allocations.

83   DIVERSITY, COHESION AND ENGAGEMENT - UPDATE

The Board considered a report which gave information on work currently being undertaken by colleagues across the Partnership.

The Board noted the actions and activities that had been undertaken in section 4 of the report.

The Board were also informed of the consulation due to take place across Halton in respected of the Mori work (previously reported 20th May 2009). This work included three focus groups in the Neighbourhood Management areas planned for September, a large borough wide event planned on 10 October 2009, alongside 10 one-to-one interviews.

RESOLVED: That

(1)   the content of the report be noted; and

(2)   the action plan for the Strategic Equalities, Engagement and Cohesion Group be agreed.

84   MY HALTON OCTOBER EVENT - UPDATE

The Board considered a report which gave information on this year's HSP Showcase Event.

The Board was advised that the Showcase would be an opportunity for all partners to promote the work that they were delivering to the Halton community and would bring together partnership working in one event. It would take place on 28 October 2009 and all members were encouraged to attend.

It was reported that further information could be obtained from Helen Slater, HSP Communications Officer, Helen.slater@halton.gov.uk or 0151 4717528.

RESOLVED: That the report be noted.

85   ECONOMIC DOWNTURN UPDATE

The Board considered a report which gave information on the latest work of the group.

The Board was advised that the Economic Climate Working Group had been set up to focus efforts on how best to reduce the impact of the current recession in Halton.

RESOLVED: That the contents of the report be noted.

Meeting ended at 12.05 p.m.

REPORT TO:	Corporate Services Policy Performance Board
DATE:	23 February 2010
REPORTING OFFICER:	Strategic Director – Corporate & Policy
SUBJECT:	Halton Borough Council's People Strategy
WARDS:	Borough wide

1.0 PURPOSE OF THE REPORT

The purpose of the report is to present a draft of the Council's People Strategy for consideration and comment.

2.0 RECOMMENDATION: That

Members recommend to Executive Board that the People Strategy for Halton Borough Council is adopted and implemented.

3.0 SUPPORTING INFORMATION

Members will be aware that the Council has initiated two processes, which will have a significant impact on the way it organises itself.

These are:

1) The Efficiency Review, which is changing the way we work;

2) The work with the Leadership Centre, to improve the way that the Council's Management Team and Executive Board work, and in particular, make space for the development of strategic policy, complemented by the advice from Sensei UK to Management Team on managing change.

A major factor in any organisation's ability to implement change will be dependent upon the availability and potential of its workforce. This is why Halton Borough Council is developing a People Strategy.

The Strategy has been prepared by a cross-directorate working group, which also included a representative from the Trade Unions.

A People Strategy is founded upon the principle that developing their 'people' best develops organisations. If our people are well trained, are well motivated and they feel that they are being treated well, and then good organisational performance will follow.

What is a People Strategy?

Whilst there are many similarities between a Workforce Development Plan, a Human Resource Strategy and a People Strategy, there are also some notable distinctions. Workforce Development Plans help us to decide how many employees are needed now and will be needed in the future to prepare for and respond to workforce planning issues. A Human Resource Strategy can create a framework to ensure that we recruit, retain and reward the right number of people with the right skills to deliver our strategic priorities.

However, a People Strategy is an overarching strategy for how people will be deployed, managed and developed within the organisation and how they will be expected to behave. A key driver in the development of any People Strategy is the relationship between delivering customer focused services and ensuring that there is an appropriate workforce in place to do this.

Purpose of a People Strategy

At Halton Borough Council, we recognise that a strategic approach is needed to develop a workforce, which is best able to deliver our corporate objectives. To achieve this, we need the right people, working in the right way and within the right culture.

Therefore, through the development of a People Strategy the organisation will be able to address leadership, skills development, recruitment and retention and pay issues in a structured and coordinated way.

Developing a People Strategy is helping us to plan for the future by providing a framework for us to assess our current workforce and people management activity and identify any gaps that need to be filled. The strategy can then act as a forerunner to directorate Workforce Development Plans, which provide information on operational/practical human resources requirements in greater detail.

Our People Strategy is divided into nine sections:

Section 1 – outlines why we have developed a People Strategy. We make reference to the role people play in improving organisational performance. The development of a People Strategy is helping us to plan for the future by providing a framework for us to assess our current workforce and people management activity. It also allows us to address leadership, skills development, recruitment and retention and pay issues in a structured and coordinated way.

Section 2 – provides a summary of 'where we are now' in relation to the background and strategic context for the development of our

People Strategy. The section also explores the environment in which we operate, 'where we are going' and how internal and external factors have influenced the development of people based priorities for the organisation.

Section 3 – outlines 'what we want to achieve', our vision for the type of organisation we would wish to develop and emphasises the close links between Halton's Community Strategy and Halton Borough Council's corporate plan and the harmony that exists between our borough-wide and corporate priorities. This section also reaffirms the importance of our workforce in driving forward and implementing these priorities. However, the section also recognises that if our People Strategy is to be implemented successfully, then 'People' issues must be firmly embedded within our business/service planning processes

Section 4 - having outlined in earlier sections, the vision and type of organisation we would like to have in the future, section 4 introduces the 'how we are going to get there' and includes the key strategic aims that will enable us to achieve our vision, identifying the priority actions needed to achieve this. Key priorities are:

1. Attract, develop, and retain excellent people;
2. Prepare for change, and promote improvement
3. Value the diversity of our workforce
4. Develop leadership
5. Maintain our 'can do' business culture
6. Meet customer needs
7 Recognise the role of partner agencies in meeting customer needs
8 Promote and fulfil the duty to safeguard children and adults of Halton

Section 5 – This section focuses on key areas of work, which we would wish to implement.

Section 6 – Implementing the Strategy provides information on an action plan and supporting strategies and documents, for example, work force development plans.

Section 7 – provides a summary of the Efficiency Review process.

Section 8 – evaluating the strategy; here we emphasise the fact that our People Strategy is not a 'one off document' and will need to be continually reviewed and refreshed. This will only be possible if people strategy strategic aims are embedded within the operational and service planning processes of our organisation and we set out plans for how we intend to do this.

Section 9 - Appendices

4.0   POLICY IMPLICATIONS

Members are advised that it would be the intention to launch the strategy prior to the implementation of the Council's new structures in April 2010.   This is because the People Strategy will be used as a reference point for ensuring that we continue to develop and maintain a workforce that can provide and deliver the services that our customers both want and need. It will also help us to focus on the wider workforce planning as well as learning and development activity needed to implement the Efficiency Review Programme.

5.0   OTHER IMPLICATIONS

A People Strategy provides a framework for planning our future workforce requirements in a structural and co-ordinated way. Its main purpose is to bring together into one place a strategy for how our people will be deployed, managed and developed within our organisation.
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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

The key to the People Strategy is that it focuses on how we manage our people to deliver our Corporate Priorities. If we implement the People Strategy action plan it will help us to deploy our resources to agreed priorities in the best way possible. The People Strategy is also being used to flag up and transfer areas of notable practice across the organisation, and to identify areas where improvements can also be made. Therefore, this approach has positive implications for all the Council's priorities.

7.0   RISK ANALYSIS

There are no significant risks arising from this report.

8.0   EQUALITY AND DIVERSITY ISSUES

The importance of Halton's Equalities Scheme is reflected in the Council's People Strategy. A key driver in the development of our People Strategy has been the relationship between delivering customer

focused services and ensuring that there is an appropriate workforce in place to do this.

To do this, at the core of the document is a commitment to Value the Diversity of Our Workforce. This aim focuses on building a diverse workforce that is best placed to understand the needs of our customers, the people of Halton.

The ultimate aim of the People Strategy will be to make it possible for Halton Borough Council to take a leading role in securing a better future for the people of Halton. To achieve this, our People Strategy will allow us to make sure that:

"The Council is a first class employer that engages a well-trained, motivated and committed workforce in a working environment of trust, cooperation and respect".

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

Document	Place of Inspection	Contact Officer
People Strategy 0151 471 7526	**Municipal Building**	**Wesley Rourke**

HALTON BOROUGH COUNCIL
PEOPLE STRATEGY 2009-2012

Contents

WR/AC

Efficiency Review Summary

WR/AC

FOREWORD BY THE CHIEF EXECUTIVE

The demands on Local Government are increasing. Customer expectations are rising and the challenges facing the public sector as a whole are growing. Halton Borough Council acknowledges that it needs to embrace continuous change if it is to maintain and deliver its strategic priorities.

We know that in anything that we do our key goal is to raise the quality of life of in the borough. To do this, we need to continue to make better use of public money to deliver our services in the most efficient and effective way possible. The development of a People Strategy can help us to achieve this because it provides the framework for planning our future work force requirements in a structured and coordinated way.

We need to make sure that the Council continues to deliver customer focused services, and that we have a workforce that is able to do this.

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WR/AC

EXECUTIVE SUMMARY

Our People Strategy is divided into nine sections:

Section 1 – outlines *why we have developed a People Strategy*. We make reference to the role People play in improving organisational performance. The development of a People Strategy is helping us to plan for the future by providing a framework for us to assess our current workforce and people management activity. It also allows us to address leadership, skills development, recruitment and retention and pay issues in a structured and coordinated way.

Section 2 – provides a summary of *'where we are now'* in relation to the background and strategic context for the development of our People Strategy. The section also explores the environment in which we operate, *'where we are going'* and how internal and external factors have influenced the development of people based priorities for the organisation.

Section 3 – outlines '*what we want to achieve'*, our vision for the type of organisation we would wish to develop and emphasises the close links between Halton's Community Strategy and Halton Borough Council's corporate plan and the harmony that exists between our borough-wide and corporate priorities. This section also reaffirms the importance of our workforce in driving forward and implementing these priorities. However, the section also recognises that if our People Strategy is to be implemented successfully, then 'People' issues must be firmly embedded within our business/service planning processes. The section further emphasises the partnership approach to workforce planning that Halton is progressing, and makes reference to Halton's Children's Trust Arrangements, Safeguarding, Integrated processes and front line delivery.

Section 4 - having outlined in earlier sections, the vision and type of organisation we would like to have in the future, section 4 introduces the *'how we are going to get there'* and includes the key strategic aims that will enable us to achieve our vision, identifying the priority actions needed to achieve this. Key priorities are:

1. Attract, develop, and retain excellent people;
2. Prepare for change, and promote improvement
3. Value the diversity of our workforce
4. Develop leadership
5. Maintain our 'can do' business culture
6. Meet customer needs
7 Recognise the role of partner agencies in meeting customer needs
8 Promote and fulfil the duty to safeguard children and adults of Halton

Section 5 – This section focuses on key areas of work, which we would wish to implement.

Section 6 – Implementing the Strategy provides information on an action plan and supporting strategies and documents, for example, work force development plans.

Section 7 – provides a summary of the Efficiency Review process.

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Section 8 – evaluating the strategy; here we emphasise the fact that our People Strategy is not a 'one off document' and will need to be continually reviewed and refreshed. This will only be possible if people strategy strategic aims are embedded within the operational and service planning processes of our organisation and we set out plans for how we intend to do this.

Section 9 - Appendices

WR/AC

SECTION 1 - INTRODUCTION

Recognising the need to continually improve, the Council has initiated two processes which will have a significant impact on the way it organises itself in order to deliver its priorities. These are:

1. The Efficiency Review Which is changing the way we work.

2. The work with the Leadership Centre sensei UK to, improve the way that Management Team and the Executive Board work, and in particular, make space for the development of strategic policy

As these processes develop they will form the context for Organisational Development (OD) within Halton Borough Council, to ensure that we take a whole organisation approach to planning for, and bringing about, significant improvements in the services we provide.

Organisational Development – a people based approach

There are a number of OD assessment tools and techniques aimed at supporting whole organisation improvements. One approach, the People Based approach, states that if OD is concerned with the ability of an organisation to adapt to change, then the availability and potential of its work force, will be a major factor in determining whether an organisation is capable of *implementing* change.

This is why Halton Borough Council is developing a People Strategy.

What is a People Strategy?

A People Strategy is founded upon the principle that developing their 'people' best develops organisations. If staff are well trained, are well motivated and they feel that they are being treated well, then good organisational performance will follow.

The Purpose of our People Strategy

The purpose of this People Strategy will be to bring together in one place a strategy for how people will be deployed, managed and developed within our organisation and how they will be expected to behave. The strategy will be effective from 1st January 2010 and will run until 31st March 2012. The accompanying action plan will be reviewed on an annual basis.

A key driver in the development of any People Strategy is the relationship between delivering customer focused services and ensuring that there is an appropriate workforce in place to do this.

Our People Strategy will, therefore, identify (all) the people management implications of delivering corporate objectives and set out how people management activities will support the achievement of these objectives.

We will use this People Strategy to set out our vision for our workforce and to set out a series of improvements that we will make to achieve this vision.

6

Why we have developed a People Strategy

In 2005 the organisation published its workforce development plan. In 2007 it was agreed that the document should be reviewed to acknowledge the development of other corporate strategies.

Organisational Strategies

Organisational Development

| Financial Resources | People | Procurement | Communication | Accommodation | ICT |

People Strategy

Human Resources Strategy

Service Planning Processes

Work/Life balance Strategy

Directorate Workforce Dev. Plans
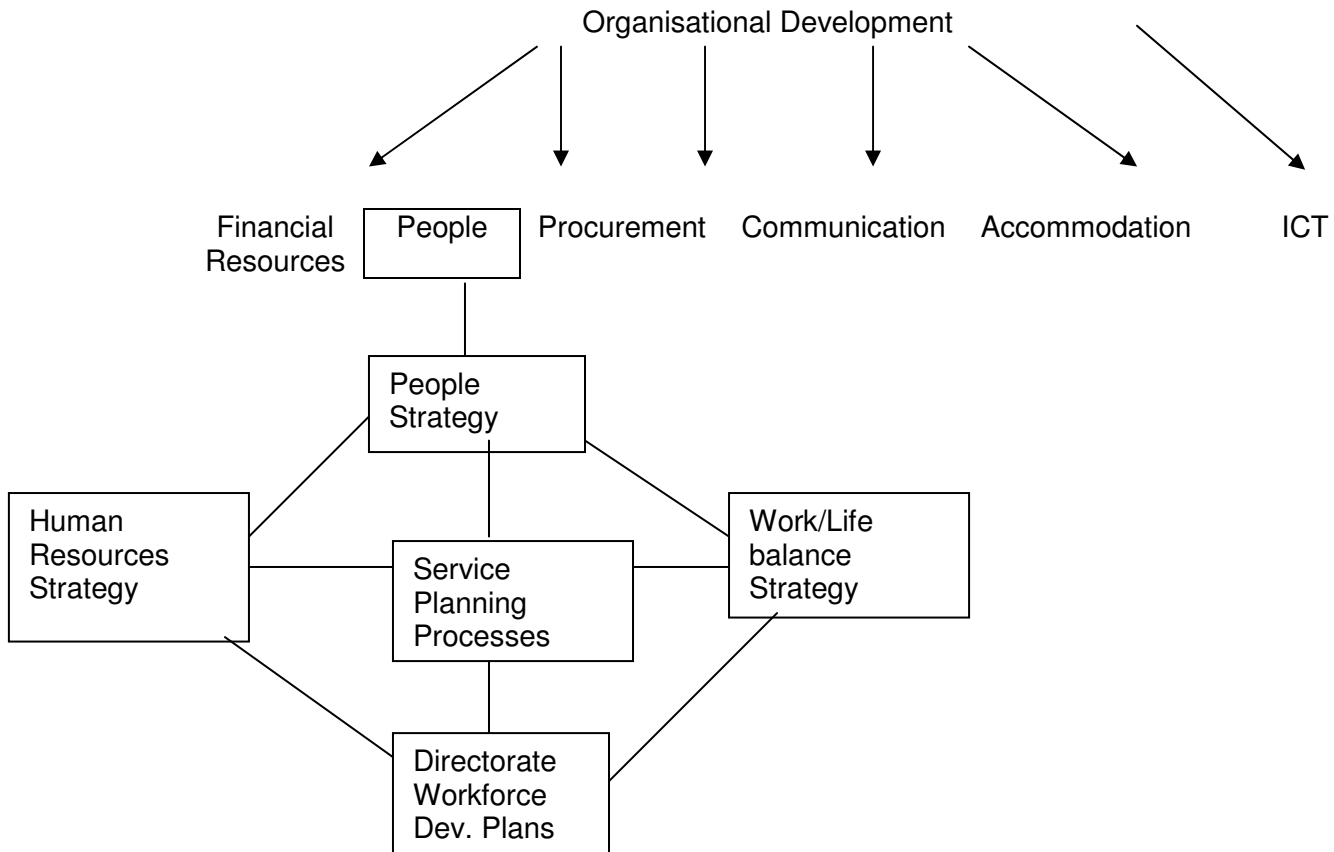
As part of this review, we felt that we needed to take a step back, and acknowledge that a more strategic approach is needed to develop a workforce, which is best able to deliver our corporate objectives. A cross-directorate Steering Group was established to lead on work force planning issues.

Importantly, a Strategic Director, who does not have day-to-day responsibility for Human Resources issues, chairs the group. This has helped to develop the Strategy in a wider corporate context.

Alongside the cross-directorate Steering Group, directorate level sub-groups have been set up. These groups have been a useful communications network for gathering the views of colleagues across the organisation on workforce planning issues. These views have informed the key people aims presented later in this document. The groups have also undertaken gap analysis work, which again, has been fed into the action plan appended to this strategy. The group has also championed the People Strategy within respective Council directorates, taking soundings and obtaining employee opinions on implementing the strategy.

Our starting point has been a need to ensure that our organisation will have "the right people, working in the right way and within the right culture".

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Although our existing Workforce Development Plan has helped us to decide how many employees are needed now and will be needed in the future to prepare for and respond to workforce planning issues, the development of this People Strategy precedes this work as it will enable us to address leadership, skills development, recruitment and retention and pay issues in a structured and coordinated way.

Developing a People Strategy is helping us to plan for the future by providing a framework for us to assess our current workforce and people management activity and identify any gaps that need to be filled.

This document will, therefore, act as a forerunner to an updated Workforce Development Plan, which will subsequently provide information on operational/practical requirements in greater detail.

The aim of this strategy will be to make it possible for Halton Borough Council to take a leading role in **securing a better future for the people of Halton**. To achieve this, our People Strategy will allow us to make sure that:

"The Council is a first class employer that engages a well-trained, motivated and committed workforce in a working environment of trust, cooperation and respect". [1]

Our corporate plan, which is aligned with the Borough's Community Strategy, sets out, within available resources, what we plan to achieve over the next five years. It focuses on how we will deliver our strategic priorities i.e.

- A Healthy Halton
- Halton's Urban Renewal
- Halton's Children and Young people
- Employment Learning and Skills in Halton
- A Safer Halton

It also identifies the key issues and challenges facing us. These include preparing for and responding to new legislation, delivering efficient and effective services within a context of reducing budgets. There is also a move towards greater community engagement, and the use of co-procurement and commissioning methods with emphasis on developing and delivering shared services both within and outside the Borough.

These challenges are picked up in greater detail in section 2 of this strategy, where further detail on how we will respond to these challenges will be provided in section 3.

People Management Aims

In drawing up this strategy our research reveals that there are a number of issues and themes that resonate across many Local Authorities. In the background and strategic context of this document we also outline other internal and external factors that have shaped our strategic aims. The Local Government Pay and Workforce Strategy 2006 also provides guidance on key issues for our sector. Finally, as part of the Council's Corporate Planning Framework, each service plan includes a PESTLE analysis and a summary of this in relation to people management issues is provided in appendix 1.

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[1] Halton Borough Council Corporate Plan 2006-2011.

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SECTION 2 - BACKGROUND & STRATEGIC CONTEXT

Government Policies

Recent Government policies have had far reaching implications for workforce planning the public sector.

For example, The Local Government and Public Involvement in Health Act 2007, as well as the Lyons Review emphasise the co-ordinating, the leadership and the brokering role of local government in "place shaping". Government asserts that if improvements in public services are to be made, then local authorities and their partners need to be given more powers to shape services and communities. At the same time, expectations regarding the quality and nature of public services are rising; service delivery is changing with a growing emphasis on delivering services *with* users, often through multi-agency working.

Equally, the Comprehensive Spending Review 2007 presented a number of challenges in respect of workforce development. This includes a focus on driving forward an efficiency programme to deliver cash savings of at least 2.5 per cent per year over a three-year period.

It is expected that streamlining processes and increasing collaboration across the public sector as a whole will make many of these savings. Pay and Workforce Plans are to be developed in line with the Government's 2% pay target. There is an assumption that resources will be redirected to "frontline" services with a focus on customers. Other efficiency gains are anticipated in areas such as how we procure goods and services and the use of ICT in service delivery and better information sharing between departments and organisations within this framework.

Workforce issues – Demographic Change

Nationally the UK has an ageing population with a falling birth rate and a decreasing death rate.

This presents workforce challenges to Local Authorities both as providers of health and social care services, but also as employers. In regard to the latter, The Age and Employment Network reported in 2005 that younger people are staying in education longer, workers are working longer and a significant growth in labour has been in the group of 'Over 50s'. Equally, recent legislation ('Employment Equality (Age) Regulations 2006 bans age discrimination in terms of recruitment, promotion and training and this places duties on employers to attract employees of all ages.

Borough Profile

The Index of Multiple Deprivation (IMD) for 2007 suggests that levels of deprivation have reduced in the Borough. In 2007 the IMD ranked Halton as 30th most deprived Authority in England compared to 16th in the 2000 Index. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 10th highest in the North West. Neighbouring authorities St Helens (47th), Wirral (60th) and Sefton (83,) are way down the table compared to Halton.

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Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

The following data will have a significant impact on Halton Borough's approach to Workforce Planning.

Employment

Claimant unemployment in the Borough has risen from 5.0% in January 2000 to 5.9% in November 2009. Halton still has the 5th highest claimant rate in the North West in. Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above.

Percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above.

Halton's Ageing Population

Forecasts suggest that Halton's population is ageing at a faster rate than England as a whole, which reflects a long-term demographic trend of an aging population.

Over 65's made up 13.6% (16,100) of population in 2003 and will be 22.1% (26,000) by 2028, this represents an increase of 61.5% in over 65's and 100% in over 85's. The over 65 population, is expected to rise annually, for example by 200 people between 2006 and 2007 and a further 300 between 2007 and 2008. The largest proportionate growth is in over 85 years population. There is also an increase in the number of older people with more complex needs, particularly around homelessness, alcohol abuse and dementias as people live longer.

This shift to an older population will have a large effect on demand for social care, local government and health services unless outcomes are improved through effective, adequate prevention. However health and social care are still focussed on meeting need as it arises, i.e. once someone has had a fall or is in difficulty. That is not sustainable given the levels of health in the Borough. The relative increase in older people also reduces the number of informal carers available, which necessitates a stronger focus on supporting the carers that there are and developing preventative services that reduce social isolation.

Recruitment and Retention Issues

In 2005, Halton's Local Strategic Partnership commissioned a Workforce Development Strategy for the Borough, which identified borough-wide recruitment and retention

difficulties, exacerbated by the borough-wide low qualification, and low skills problems highlighted below:

Proportion of Working Age Population with High Level Qualifications (NVQ Levels 2, 3 and 4+)

Halton has the lowest percentage of working age people with higher-level qualifications at 49.9% this is significantly lower than the North West regional average.

Percentage of Working Age Population with No Qualifications

In the North West the area with the lowest amount of unqualified people is Cumbria with 9.6% of people. The area where the most people have no qualifications is Merseyside with 21.2% of the Working Age population. Halton is the second worst area with 19.9%. The percentage of no qualifications is higher than the North West and National averages (17% and 14.3% respectively).

An increased importance has been placed upon making sure that those who are in or looking for employment have the correct skills to gain and stay in employment throughout their working lives. Currently there are 6 million unskilled workers in the economy nationally, however it is estimated that this will fall to around half a million by 2020.

Percentage of Working Age Population with Low Qualifications

Low qualifications are qualifications under NVQ Level 2. Within the North West, Halton has the highest amount of people with low qualifications (39.2% of the working age population for comparison the North West average is 31.7%).

Employers' Organisation Recruitment and Retention Survey

The Recruitment and Retention Survey undertaken by the Employers Organisation for Local Government revealed that in 2004, 93.6% of all authorities reported experiencing recruitment and retention difficulties with one or more professional and managerial occupations.

The highest recruitment difficulties existed in Planning, Environmental Health and Social Workers for children and families.

Halton Borough Council Workforce Profile

In January 2007 the Council appointed KPMG as an efficiency partner to:

- Undertake a rigorous assessment of the Council's current baseline position with regard to activity, cost efficiency and productivity.

Work included a Comprehensive Value Chain Analysis (VCA) exercise.

A matrix analysis of staff time allocations identified activity proportions in certain functions and was used to ascertain how well the Council prioritises and delegates for example, the proportion of time the organisation allocates to **management activity** in priority front line functions, the level of **specialist** input into the procurement support function, **transactional activity** i.e. the time spent on repeated tasks specific to a service or professional function. It also identifies the time spent on **administration.**

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A second step of the analysis established the proportion of staff time allocated to:

- Strategic functions, such as policy or strategic finance;
- Frontline functions such as customer contact or delivering an in-house service; or
- Support functions, such as transactional finance, HR, or property and building services.

KPMG published a report and presented recommendations to the Council in October 2008. This work has provided an evidence base for identifying efficiency opportunities across the Council and is also being used to inform the implementation this strategy.

In addition, we have acknowledged that further work has been required to strengthen the data we hold on our organisation's workforce. Much of this work has been incorporated into the People Strategy Action Plan referred to later, and resources are being made available to populate the TRENT database. Data will focus on:

- Number of vacancies – proportion of vacant posts
- Number of applicants for jobs – levels of recruitment
- Numbers of agency staff – proportion of posts covered by agency staff and average times
- Turnover – frequency of staff leaving the employment of the Local Authority
- Number of staff that hold a relevant professional qualification
- Number of staff that hold a relevant vocational qualification
- The highest academic qualification held
- Ethnicity
- Sexual orientation
- Reasons for leaving employment
- Destination of leavers – where staff go on leaving the Local Authority.
- Sickness Absence – the number working days lost due to sickness absence
- Pay Rates – i.e. an analysis of positions held according to gender and age across the Council

SECTION 3 - WHERE THE PEOPLE STRATEGY FITS INTO THE CORPORATE PLANNING FRAMEWORK

Vision, Values and Objectives of the Council:

Halton's Community Strategy – 'Making it Happen in Halton'

Halton's community strategy sets out the steps that we all need to take to bring about real improvements in the borough. To achieve this, the borough's strategic partners have agreed five strategic themes:

- A Healthy Halton
- Halton's Urban Renewal
- Halton's Children and Young people
- Employment Learning and Skills in Halton
- A Safer Halton

Our vision is that **Halton will be a thriving and vibrant borough where people can learn and develop their skills, enjoy a good quality of life with good health; a high quality modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community; and within safer, stronger and more attractive neighbourhoods.**

Aligned to the Community Strategy, the Council has in place a corporate planning framework to deliver its strategic priorities. The framework has a hierarchy of plans that ensure the priorities are cascaded down the organisation and progress against targets are measured and reviewed. This framework is summarised as follows:-

The Corporate Plan is a five-year document (2006 –2011) and is at the apex of the framework pyramid. It details the strategic priorities together with the key objectives, shared improvement targets and the key outcomes that the Council will work towards over the life of the Plan. The Corporate Plan themes mirror those of the Community Strategy referred to above.

Linked and aligned to the Corporate Plan are the departmental service plans. They provide a clear statement on what the individual services are planning to achieve and to show how they contribute towards achieving the strategic and resource priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required e.g. financial, people & skills and assets

The departmental service plans sit within the established corporate planning framework and are central to the Council's performance management arrangements. The Directorate Workforce Plan determines the future staff resources, skills and competencies required to deliver existing, new and improved services. It is a key resource document that supports the corporate planning framework and is directly linked to the set of service plans in the directorate.

Ultimately, Halton Borough Council acknowledges the role effective people management plays in improving the services we deliver to our communities and our corporate structures and plans match the Borough's key strategic themes as identified in the borough's community strategy.

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To make a real impact on the strategic priorities it was essential that the financial, human and physical resources and the means of information and communication of the Council were effectively managed and organised. Therefore, the Corporate Plan identified the four Resources Priorities to support the key objectives for each of Halton's strategic themes. These are:

- Attracting and managing financial resources effectively
- Organisation, people, skills and culture
- Managing the Council's physical resources of land, buildings, equipment and materials
- Managing information and communication

The Council's Role as a Local Employer

This People Strategy also accords with the Employment, Learning and Skills theme identified in both the Community Strategy and Corporate Plan. As a major employer within the borough we will implement actions to raise the skills and qualification levels of our workforce.

Corporate Governance

Since achieving Unitary Authority status in 1998, Halton Borough Council has demonstrated a proven track record in managing and delivering services for the people of Halton. The Council boasts one of the lowest Council Tax rates in the North West.

In 2005, 2006, 2007 and 2008, the Audit Commission confirmed Halton to be a 4 star authority that is "improving well". The Audit Commission wrote;

"The Council knows its area well and its ambitions are firmly based on evidence, on a detailed understanding of local problems and opportunities, and on consultation with local people. The ambitions are clearly articulated and are well understood by the Council's partners and by the Council's own staff".

In 2006 the Council was commended in the Municipal Journal awards Council of the year category and as a CPA four stars rated Local Authority, Halton has seen major achievements in tackling the severe economic and social problems that still face the borough.

Where a People Strategy fits in to Service Planning Processes

Section 1 of this document has summarised how the (successful) implementation of corporate priorities is dependent upon how effectively we manage our People through the development of a People Strategy.

The diagram below illustrates that to achieve this, we will need to embed People Management issues into the development of our Service Plans and, therefore, our. Service Plan procedures and processes will be used as a signposting instrument for ensuring that our operational practices accord with the key aims of the People Strategy.

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Service Plans will, however, be predicated by directorate level workforce development plans, which will be used as and aid to identifying and deploying staff resources in line with priorities and needs identified in respective service plans. Workforce development Plans will respond to the uniqueness of issues at a 'local' i.e. directorate and or departmental level.

The diagram also identifies the relationship between service planning and our commitment to Investors in People (IiP). In Halton this is channelled through the Employee Development and Review Process (EDR), where individual employee training plans are produced. We apply IiP principles to ensure that all our employees have equal and fair access to training opportunities. We also use the EDR process to not only prepare people for the jobs that they are doing now, but also to prepare them for the jobs of the future.

People Strategy within the context of the Service Planning Framework

Strategic Context

Community Strategy

Corporate Plan

People Strategy Workforce Development

Workforce Planning

Departmental Service Plans

Divisional Plans

Personal Plans

Operational Context
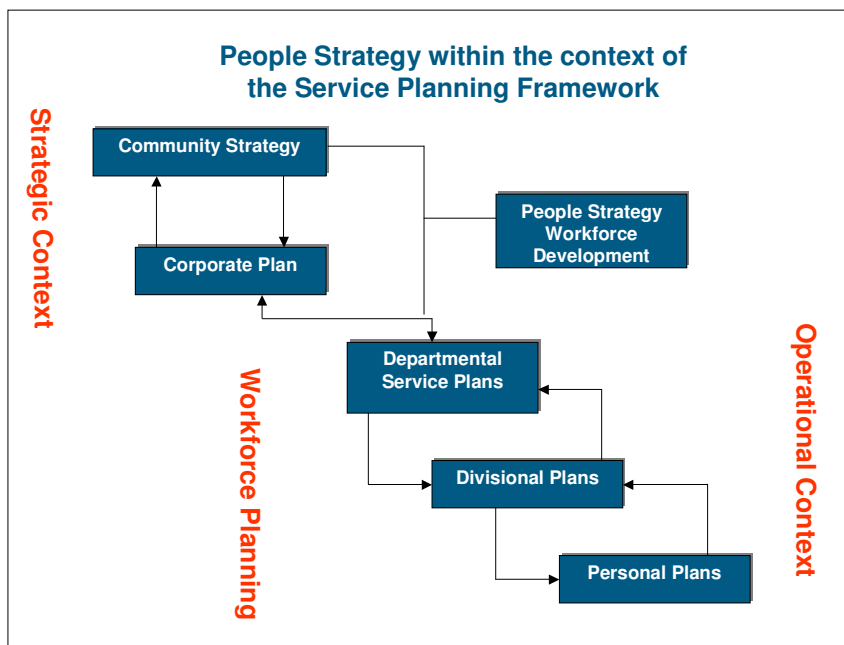
Halton' Children's Trust Arrangements

Halton has developed Children's Trust arrangements that promote inter-agency governance and integrated strategy. This means we ensure that our thinking and planning (strategy) are joined up and we have in place a system, which brings together all organisations to provide challenge support and accountability (governance) to make sure we are making improvements.

Our Children's Trust brings together a number of senior representatives from a variety of agencies, organisations and professionals that work with children, young people and their families locally. **Children's Trust Members**. Their purpose is to create a collective and innovative strategic response to meeting the needs of children locally with the explicit expectation that their decision making and drive will improve outcomes and make a difference to the lives of children and young people in Halton.

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The importance of building these strong and sustainable relationships across the range of strategic planning arrangements cannot be underestimated in our continued commitment to improving outcomes for children and young people. Therefore the impact and importance to us of this wider planning network in supporting our goals and ambitions for children and young people have to be considered and utilised.

Halton's Safeguarding arrangements.

Halton's Safeguarding Children Board (HSCB) was formally established in February 2006 and we are proud of our achievements so far in building an acceptance across communities and partners of the importance of safeguarding and in particular disseminating the message that safeguarding is everybody's business.

As parents and professionals caring and working with children and young people safeguarding is part of everything we do. Therefore, throughout the plan and throughout our promises and efforts to improve outcomes for children and young people our commitment to safeguarding will be and is an essential aspect in everything we do. We will also continue to embed safeguarding as a crucial aspect to all of our relationships with children and young people.

The key to this will be the role and relationship HSCB has with the Children's Trust. It is particularly important that HSCB has the capacity and ability to challenge and scrutinise the safeguarding practice and planning decisions made with the Children's Trust in addition to making sure the operational demands associated with effective safeguarding practice are considered and acted upon appropriately by all Board and Trust members.

A significant responsibility of HSCB is to share learning across services, agencies and professionals as a way to continue to develop our workforce and the skills they need to carry out effective safeguarding practice. This responsibility includes delivering training and overseeing policy development that meet with up to date guidance and best practice.

A Multi-Agency Safeguarding Unit has been established which includes staff with lead responsibility for safeguarding in Health, Education and Police. This team will strengthen multi-agency working and ownership of safeguarding by making effective use of knowledge and expertise across the Children's Trust. This integrated way of working will also ensure that the important challenge and scrutiny of practice across all professional areas will be applied in a coordinated way. It will also enable public engagement activity to be managed from a "Centre of Excellence" and enable greater coordination and efficiency of work.

The Unit will also develop and administer a formal procedure for managing conflict of opinions between professionals from different services relating to the safety of a child.

The Safeguarding Unit will lead the ongoing development of rigorous auditing processes across the range of multi agency services available for children and young people in the borough. These auditing mechanisms are critical to improving safeguarding practice and in monitoring the quality of frontline service delivery. This will provide an opportunity to scrutinise specific practice issues or themes e.g. resulting from a Serious Case Review. It is also an opportunity to share good practice across agencies in Halton. The Safeguarding Unit will also report on the Audit Findings on a quarterly basis to the Children's Trust and HSCB.

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Partnership working has been the cornerstone to improvements in Halton. Our JAR in 2008 commented upon "the high degree of co-operation between partners and stake holders and the strong involvement of the community and voluntary sector. The vibrancy and commitment of Third Sector organisations is key to success in Halton and we will continue to build upon these strong foundations in the coming years.

The Third Sector contributes real added value in terms of bringing additional funds to Halton and has the flexibility to respond to the needs of children, young people and families particularly in times of crisis and where mainstream support is not accessed.

Locally based organisations are uniquely placed to engage families in areas of disadvantage and families who are often marginalised. With these families local providers are delivering significant elements of progress that reflect real and demonstrable improvements in circumstances.

Third Sector representation and their ability to bring a unique sense of creativity and innovation to our inclusive planning arrangements for commissioning of services demands that Third Sector organisations will continue to work with the statutory organisations in Halton to drive improvements in services and outcomes.

However the world moves on and we want to improve. By building on these firm foundations we will ensure that the process of commissioning will be used as a 'tool for improvement'. The development of our Children's Trust means that we are in a healthy position to accelerate progress.

Integrated processes and front line delivery

Integrated processes and front line delivery will describe how our partnership will join up the way we do business to improve how we deliver services and supports to children and young people.
This section will also offer a description of how we are going to continue to develop our workforce in ways that promote integrated working and integrated delivery, again so we can continue to make sure children and families are receiving the help and guidance in the most responsive and flexible way

Integrated Workforce Strategy
We know that our local workforce is the most significant tool that will improve outcomes and assist children and young people in achieving their goals and ambitions. We are currently using innovative ways to develop our teams and the skills of our workforce around the needs of communities. Using the Organisational Development Services (ODS) model of Population Centric Workforce Planning, we are thinking beyond qualifications and professional labels and addressing how real improvements can be offered by matching skills and knowledge to the needs of our children and young people. (For more information see the **Children's Integrated Workforce Development Strategy**)

Developing and implementing such creative approaches to strategic and operational planning arrangements offers a significant opportunity, but the ambitions we have for our children and young people demand we tackle the challenges within our communities using the means and talents we have available to us.

Our current activity includes a wide ranging partnership approach to understanding our workforce better, so we are better prepared to develop their skills and knowledge in the

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future. To assist us in this task we are currently undertaking a comprehensive needs analysis as part of a research exercise developed by the Children's Workforce Development Council. It is expected this will enable us to understand those areas within our workforce, which may need further development as well as focussing activity on the areas that are likely to have the greatest positive impact on both our priorities and the Every Child Matters outcomes.

The plans we have to make sure services identify and intervene as early as possible:

Halton's Children's Trust partners are fully committed to ensuring that we concentrate on preventing issues escalating rather than storing up problems for the future.

We have major plans to introduce needs led locality working. For Halton our goal is to have Children's Trust Teams based in locality areas across Halton. It is expected these teams will be able to respond quickly, sensitively and flexibly to the calls of families or professionals for extra support to enable families to receive the help when they need it.

The teams will also provide professional advice and support for professionals already working within our communities.

We are currently piloting this approach in one community and anticipate the values, goals and approaches we have built into this pilot will not only secure its success but also allow us to roll out the new way of working across the whole of Halton.

We are still in the early stages of learning from this pilot and will continually review and assess the most appropriate methods and skills necessary to support families before their concerns or issues escalate and require more significant measures. So far we have made sure the composition of the teams is based upon what we know about the needs and issues within each community.

As we role this pilot out across the borough we expect there will be a core team of staff from a range of professional backgrounds, who will work as part of a team located together within one of our local communities. There will also be a virtual team of specialist workers who can be called to provide specific support depending on assessed need. It is this virtual team that we anticipate will differ across communities and locality teams, as this team will offer the specialist care, knowledge and support families may need in specific circumstances.

SECTION 4 - EMPLOYEE OPINIONS/VIEWS ISSUES THAT THE STRATEGY WILL ADDRESS

In drawing up this strategy we also sought the views of employees and asked colleagues to identify key issues, which should be taken into account when formulating an action plan. A series of focus groups were held in directorates where colleagues were asked to prioritise actions for the future

This work was supplemented by a workshop facilitated by the NW Employers' Organisation aimed at identifying 'where we are' and 'where we need to be' and 'how we are getting there' in the development of a people strategy. It provided an opportunity to take stock of our achievements and to recognise that there are a number of processes and procedures that we have already implemented which will help us to develop a People Strategy for Halton Borough Council.

Summary of key issues:

A summary of the points raised is set out below.

- More flexible / remote working following the advances in IT. Potential exists to rationalise office accommodation by adopting different working practices. This would have an impact on the way that staff would need to be managed.
- Succession planning – needs to be considered to minimise the impact of losing key members of staff with lots of experience in specialist areas. This could be achieved by rotation of responsibilities / provision of training / work shadowing etc. to ensure that a wider number of staff get experience of specialist areas.
- The changing focus of work that Financial Services staff are involved in is resulting in less work being suitable for the more junior members of staff. It is likely that this trend will continue, increasing the need for more experienced / better qualified staff requiring less direct supervision.
- Recruitment / retention – difficult to forecast until the outcome of JE is known. Many local authorities have cut back on professional training for accountancy / audit staff, which is having the effect of reducing the pool of qualified staff likely to apply for vacancies.
- The efficiency agenda, the Council's budget position and future restraints on public sector spending are going to require all areas of the Council to review staffing levels and working practices to ensure that they provide vfm.
- Governance in relation to IT and associated projects with focus and strategy
- A recognition of the dependence on IT
- IT Induction and Smarter Working training
- The changing focus of the work professional staff are involved in will result there being less work for more junior members of staff, thus increasing the need for more experienced and better qualified staff.
- Succession planning needs to addressed to minimise the impact of losing key members of staff with lots of experience in specialist areas. Options that could be considered include rotation of responsibilities, further training; work shadowing, which would ensure more staff have experience in specialist areas.
- Major Projects are already and will continue to require additional specialist support from professional advisors. This area may demand skills in areas not currently available to the Authority.

- The People Strategy is developed with regard to other internal inter-related strategies e.g. 3-year financial forecast, IT strategy and accommodation strategy.
- There is a view that all recruitment and retention issues are dealt with on a financial basis
- Flexible and remote working needs to be developed in consultation with the accommodation and IT strategies and consideration given of adopting different working practices. At present there is no incentive to promote different types of working, as the potential for savings has not been realised. However, there is potential to rationalise office accommodation if/when strategic decisions are made. This would also impact upon staff management.
- Career grade schemes should be developed and extended as a way of encouraging and motivating staff
- The EDR process should be used more effectively to encourage staff development
- Staff should be given more information and understanding of the whole set of services we provide to the community as a way of promoting their role in a large organisation
- Training provision in the Authority should be publicised more and its structure to assist staff to progress should be made more accessible
- The benefits of working in Halton should be publicised much more e.g.: beneficial terms & conditions of employment, pension, leave, flexi, small authority, free parking
- Bureaucracy within the Authority should be reduced significantly
- An acknowledgement from senior management of the consequences of their decisions on the workforce e.g. the effects of taking away small benefits which demotivate staff,
- Consideration should be given to Business Process Re-engineering
- A form of "reward" system to motivate staff e.g. additional increments, flexibility to managers to reward for exceptional work, additional days leave for no sick in a specific period and other "work perks".
- More structures with regards to prioritisation of work with some form of "road map".
- Proper systems should be adopted as a matter of urgency to ensure that there is appropriately accessible management information on the existing workforce i.e. numbers, retention rates, qualifications etc
- Realistic investment in training particularly for IT
- Strategic decisions need to be taken at the highest level as to how the Authority wishes to progress in relation to flexible/remote working to ensure that all such policies enable the Authority to benefit by e.g. a reduction in the requirement for office space
- Proper strategies for succession planning in all areas need to be developed
- Career grade schemes to be developed and used more widely to encourage staff development
- Halton Borough Council to be more pro-active in promoting its conditions of service and as a place to work
- Consideration is given to the effect on the workforce of negative decisions by management and also to incentives that could be introduced at very little cost.

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The key messages arising from this consultation work focused on:

- Consistency in developing workforce plans across the organisation;
- The need to include workforce planning in our corporate planning framework;
- The need to link workforce planning to financial planning;
- Further work with partners in joint partnership planning is required.

Diversity

Diversity issues featured prominently in the consultation process described above.

The Council's Corporate Equality and Diversity Group (CEDG) provides leadership in the promotion and development of equality and diversity issues across the organisation. Whilst there are legal duties to which we should adhere, it is our aim to exceed our statutory duties through the promotion of fairness in how we recruit and retain staff and how we implement policies, which encourage greater diversity within and across our workforce. We have recently invested resources in Neighbourhood Management to promote community cohesion and we are striving to ensure that our employee profile reflects local demographics.

The CEDG is helping the organisation to move towards the Equality Standard for Local Government level 4 and has developed an action Plan divided into 4 work streams:

Leadership and Corporate Commitment
Consultation and Community Development and Scrutiny
Service Delivery and Customer Care
Employment and Training

EDRs will include a requirement to demonstrate how employees contribute to the promotion of Equality and Diversity. Reviewers must also ensure that reviewees have an appropriate understanding of equality and diversity issues and set key tasks to enhance the Equality and Diversity of the Council and its services.

- mobile working
- co-locating e.g. supermarkets, Job Centre Plus etc to make services more accessible
- the Authority and its staff should not be penalised for taking appropriate risks
- flexible and other forms of home working

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SECTION 5 - PEOPLE STRATEGY AIMS AND OBJECTIVES

Our People Strategy brings together in one place a strategy for how people will be deployed, managed and developed within our organisation and how they will be expected to behave.

Our People Strategy will, therefore, identify (all) the people management implications of delivering corporate objectives and sets, in the accompanying action plan, out how people management activities will support the achievement of these objectives.

Halton Borough Council's overarching aim is **to secure a better future for the people of Halton**. The People Strategy sets out our vision for our workforce and sets out a series of priorities leading to improvements that we will make to achieve this vision.

The 6 strategic priorities are:

1.   Attract, develop, and retain excellent people;
2.   Prepare for change, and promote improvement
3.   Value the diversity of our workforce
4.   Develop leadership
5.   Maintain our 'can do' business culture
6.   Meet customer needs

These aims will form the basis of our Improvement and Action Plan set out in Appendix 1 of this strategy.

1. Attracting, developing, retaining excellent people

This aim focuses on developing and maintaining a culture where everyone can contribute and where our employees' skills and knowledge are applied in the most appropriate way.

Priority Actions:

- Adoption of Skills Pledge;
- Modern Apprenticeships Programme;
- Implementing a management competency framework;
- Developing a skills pathways programme.

2. Preparing for change, promoting improvement

This aim focuses on engendering a proactive approach to managing change, encouraging creativity managing and taking risks.

Priority Actions:

- Development of Excellence Programme;
- Development of Workforce Development Plans for all directorates;
- Providing Training to support partnership working.

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3. Valuing diversity

This aim focuses on building a diverse workforce that is best place to understand the needs of our customers, the people of Halton.

Priority Actions:

- Mainstreaming equality and diversity in service planning;
- Redrafting Home working Policy;
- Introduction of EIA assessments.

4. Developing leadership

This aim focuses on building on the work of the Leadership Centre to maintain and develop the Council's pivotal role in serving the needs of local people…

Leaders are prevalent across the organisation, they are not confined to senior people in the organisation. Our strategy seeks to identify potential, build knowledge and experience from within the organisation.

Priority Actions:

- Develop Leadership programme;
- Implement Master Classes on leading Change.

5. Promoting our 'can do' business culture

This aim focuses on building on Halton's reputation as a 'can do' organisation. Despite the issues and challenges facing us, we have not used these circumstances as an excuse for non-achievement; but rather, we have a growing reputation as an organisation that gets the job done.

Priority Actions:

- Further promote use of MSc Project Groups;
- Roll out Project management Training;
- Promote innovation by further developing staff suggestion scheme.

6. Meeting customer needs

This aim focuses on promoting innovative, new ways of working and applying a business orientated approach to how we operate

Priority Action:

- *Maintain a Customer Service Programme (for all employees)*

7. Recognise the role of partner agencies in meeting customer needs

- *This aim recognises that through partnership working customer experience will be improved and we will be more efficient*
- *Priority Actions:*
- *Include partners in the work force development plan*

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- *Use formal agreements with partners such as Section 75 Agreements with Health agencies to identify and deliver integrated services*

8. **Promote and fulfil the duty to safeguard children and vulnerable adults in Halton**

This aim recognises that "safeguarding is everybody's business " and requires the awareness of all employees

Priority action :

Training and work force plans will promote training in safeguarding

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SECTION 6 - IMPLEMENTING STRATEGY

The accompanying action plan (Appendix 1) also highlights the implementation of Supporting Strategies such as:

1. Implementing a Human Resources Strategy

The Council recognises the importance of having effective people management processes in place. Developing a formal Human Resources Strategy helps provide information about what we already do and what more we can do to strengthen these processes.

This strategy will create a framework for our people management practices, to ensure that we **recruit** and **retain**, the right number of people with the right skills who are able and motivated to deliver the strategic goals of the Council and who are **rewarded** appropriately for their contribution both financially through their terms and conditions and by being a proactive employer offering flexible ways of working.

2. Preparing Workforce Development Plans

It is proposed that each directorate of the Council will be required to update workforce development plans on an annual basis. Whilst directorate workforce development plans will prepare for and respond to local issues, corporate guidance will be updated to ensure that content will be consistent across the organization.

3. Implementing the Work Life Balance (and well being) Strategy

The Council has recently introduced a Work Life and Well Being Strategy. The Strategy points to existing flexible working arrangements in place, but states that there is an opportunity to introduce additional initiatives to ensure that employees obtain the best possible balance between working lives and their home lives.

4. Implementing a Consistent Approach to Training and Development Plans

The development and delivery of Training Plans varies across Halton Borough Council and a consistent approach to employee training will be progressed through the implementation of this strategy.

5. Implementing the Skills for Life Strategy

This Strategy responds to the Employers' Organisation Local Government Skills for Life Strategy, which encourages employers to promote a sustained and strategic approach to workplace Skills for Life.

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SECTION 7 – THE EFFICIENCY REVIEW

During 2009/10 the Council has conducted an efficiency review. The outcome of this has been a significant restructuring of the organisation with effect from April 2010. The principle features are:-

1) A simplifying of management structures with fewer managers in floated structures.

2) The consolidation of support services into corporate centres of excellence (finance, admin, policy etc. brought together under single professional bands).

3) A rolling three year programme of service review.

4) Following the re-allocation of support staff to centres of excellence, services departments have been restructured to reflect current and future requirements.

The initial impact of this will be a reduced workforce working within new structures.

The process has been based on a review of current activity by KPMG and supported by extensive training and support. A Staffing Protocol sets out the relevant HR policies.

This people Strategy is an essential component of our approval to delivering this organisational change.

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SECTION 8 - EVALUATING OUR PEOPLE STRATEGY

The development of a People Strategy is an ongoing process. Whilst the strategic aims highlighted earlier in this document may not change, service needs and demands will, and, therefore, the context in which the People Strategy will operate will need to be reviewed. We intend to do this annually in line with our corporate planning framework processes.

In order to measure and evaluate the success of the strategy we acknowledge that there are gaps in the information and data we hold and therefore, further work is required to set a baseline position. This will be based on understanding what performance measurement information is currently available, what further information is required, and what processes will need to be in place to collate the required information. The establishment of a baseline position is included in the People Strategy action plan.

Performance indicators and progress against targets will be managed using existing HR information systems, such as exit interviews, Employee Development Reviews, and employee surveys. Our Improvement plan/action plan presents a balance of quantifiable and process measures. Equally, the action plan identifies a number of 'quick-win' as well as longer-term actions required.

It is proposed that we will work with the Efficiency Review project team to consider how HR practices and procedures impact on business outcomes; similarly part of the review will consider the costs of employing people alongside the cost of buying in services.

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SECTION 9 – APPENDICES

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APPENDIX 1

People Strategy Draft Action Plan

STRATEGY MANAGEMENT OBJECTIVES

Objective	Actions	Success Measure	Lead Officer	Resources Required/Comment	By When?
To achieve a baseline position	To collect baseline data	Baseline position prepared	Hazelle Jones	TRENT via Human Resources	Produced annually to inform workforce development plans (March 2010)
To assess risks to the successful implementation of the strategy	To undertake and review a risk assessment of the strategy	Risk assessment undertaken, risks identified and mitigation actions introduced	Work force Planning Group	Strategic Risk Management Division	April 2009 (achieved)
To promote and communicate People Management activity across the organisation	To introduce a staffing protocol	Greater Awareness of people strategy	Workforce Planning Group	Support from Communications and Marketing; COMT	January 2010

1. ATTRACTING, DEVELOPING, RETAINING EXCELLENT PEOPLE

Objective	Actions	Success Measure	Lead	Resources Required/Comment	By When?
To address recruitment challenges facing Halton BC	1. To implement fair and equal pay structures across the organisation	*Job evaluation process completed*	Hazelle Jones	Appeals taking place.	March 2010
	2. implement a programme of apprenticeships across	Reduced use and cost of agency staff;	Gerry Fitzpatrick	Discussions are taking place to	Implemented by January

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	the Authority.	Reduced number of posts being advertised/readvertised.		consider Lancs County Council model. The project is being progressed through the LSP employment learning and skills partnership	2010
	3. To adopt a Management and Development Pathway process	*baseline data will inform these success measures.*	Hazelle Jones	The pathways programme is already in place	October 2010
To implement the Council's Skills for Life Strategy	1. Adoption of 'skills pledge' 2. Complete action plan 3. Implement action plan	All employees possess or are working towards at least basic and level 2 equivalent skills in Maths and English	Corporate Staff Development Group	Progressing as part of core HR activity. This is being picked up through the interview process as well as corporate induction	Ongoing
To introduce and maintain consistent and safer recruitment and selection processes across the Council	1. Develop a fair recruitment and selection process 2. Provide support to managers to implement the revised process	Safer recruitment and selection process Higher levels of recruitment and retention of talented employees particularly in key occupational areas	Hazelle Jones	Progressing as part of core HR activity	October 2010
To develop a consistent approach to career development and succession planning	1. Develop as a package, a skills pathway programme 2. Develop and implement a succession planning process across the Authority	Increase in employee satisfaction rates, employees see increased opportunities for development. Successor employees identified for key posts	Corporate Succession planning group	Progressing as part of core HR activity	Ongoing

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To identify trends in recruitment, turnover and market demand for skills	By providing data from the TRENT system on an annual basis	Data readily available to map and prioritise workforce planning requirements i.e. numbers, retention rates, qualifications	IT and Human Resources	Information is now available. E.g. incorporated into Corporate & Policy workforce development plan	Ongoing
To implement a management competency framework that is consistently applied across the Council	1. undertaking a skills mapping/audit exercise 2. develop a competency framework and implement to ensure integration with relevant policies and procedures (e.g performance review and development	Overview of employees' skills and knowledge available across the organisation Competency framework developed and implemented.	Central Training team Central Training Team	Competency framework agreed for introduction 1st April 2010 and training undertaken	April 2010

2. PREPARING FOR CHANGE, PROMOTING IMPROVEMENT

Objective	Actions	Success Measure	Lead	Resources Required/comment	By When?
To manage change effectively	1. development of excellence programme and project management capability 2. Develop channels for two way communication	Excellence and project management capability embedded within the organisation Implementation of revamped cascade briefing sessions	Human Resources	Being taken forward as part of Learning and Development Programme	September 2009 (Achieved)
to ensure effective workforce planning across the Authority	1. development of effective directorate workforce plans 2. development of integrated workforce plans with partners	Reduction in overheads, time lost, reduction in vacancies	Directorate Leads from Working Group		Annual –1st April each year

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| To embed partnership working within the culture of the Council. | By providing training to support partnership working with colleagues in other organisations;

By utilising key partners | Efficiencies arising from greater collaborative working | LSP Partnership team | Included in the central training calendar. Also through Local Strategic Partnership events | April 2010 |
| As above | For example for recruitment support, T.U.s to help promote learning, Employers' Organisation for advice, LSC for skills needs analysis etc.

Partnership Working Conference

Corporate Partnership Training | Efficiencies arising from greater collaborative working | LSP Partnership team | Included in the central training calendar. Also through Local Strategic Partnership events | April 2010 |

3. VALUING DIVERSITY

Objective	Actions	Success Measure	Lead	Resources Required/Comment	By When?
To promote equality of opportunity for all our employees	By developing fair and equitable employment development and reward packages.

By development of workforce representative groups | Employees will feel rewarded, motivation levels increased.

Employees feel there are no barriers to making a contribution because they may be in a minority group | Corporate equality and diversity group | To be considered through development of Council's Human Resources Strategy | Tbc Ongoing |
| To ensure that the Council has a diverse workforce at | By mainstreaming equality and diversity in service planning and Employee Development | A workforce that represents the local community; an organisation that provides | Corporate equality and diversity | To be considered through development of | Ongoing |

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all levels that reflects the communities we serve	Review processes By introducing EIA assessments By including equality and diversity principles in induction courses	services that are what local people want (Places Survey – customer satisfaction indicators)	group	Council's Human Resources Strategy	
To achieve Equality Framework for Local Government Excellent Level	Mobile working; co-location of services with other sectors; Redrafting of home-working strategy	The Council successfully meets its commitment to Local Employer Partnership	Corporate equality and diversity group	Link to community cohesion work through LSP	2011
Community Cohesion	Develop protocol with job agencies to ensure efficient advertisement of vacancies with priority given to priority customer groups	Employees become more aware of the whole set of services that we provide to the community	Corporate equality and diversity group	Link to community cohesion work through LSP	Ongoing
To implement the Work Life Balance (and well-being) Strategy	By Introducing a managing absence course for managers By assigning welfare officer support to each directorate	A positive profile of Local Government careers and the promotion of Halton as an employer of choice Reduction in employee absence rates. Reduction in accommodation/office space required	Completed		Completed

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4. DEVELOPING LEADERSHIP

Objective	Actions	Success Measure	Lead	Resources Required	By When?
to ensure effective leadership capability throughout the organisation	1. Developing leadership competencies 2. Develop a leadership programme for employees who demonstrate leadership potential. ILM7 leadership, management and development programme Chester university Business School master classes on leading change	Employees are provided with increased autonomy	Human Resources and via Cascade group	Existing training budgets	March 2010
to develop community leadership capability within the borough					

5. PROMOTE A 'CAN DO' (BUSINESS) CULTURE.

Objective	Actions	Success Measure	Lead	Resources Required	By When?
To cultivate business management skills within the organisation	To introduce business mentor programme	Implementation of programme	Gary Collins	Existing Resources	December 2010
To roll out HM Treasury's Operational Efficiency Programme	Produce OEP action plan	Implementation of Action Plan	Rob Ross	Existing resources	December 2009

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Objective	Actions	Success Measure	Lead	Resources Required/Comment	By When?
(OEP)					
To promote innovation across the organisation	Staff suggestion scheme MSc project group(s) Business Improvement Project Management Training		Alan Graham Hazelle Jones Mike Horsley Corporate Training	Existing resources	Ongoing
CAA Managing Resources	1) To self assess against HR key lines of enquiry. 2) To develop an action plan based on findings of Audit commission	Use of resources	Hazelle Jones	Existing resources	(1) Jan 2010 (2) Sept 2010

6. MEETING CUSTOMER NEEDS

Objective	Actions	Success Measure	Lead	Resources Required/Comment	By When?
To promote excellent relationships with our customers (internal and external)	By maintaining a customer service programme for all employees (not just frontline staff) Pursue Customer Service Excellence standard (set by cabinet office	Increased customer satisfaction rates Corporate assessment completed	Customer Service Excellence Working group	Assessment to be competed by December roll out to HDL & Revenues and benefits by March 2010, then further roll out.	December 2009
Engaging with	Establish baseline using	Increased and improved	Review of	Need to consider	tbc

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customers	postcode analysis and use ACORN software to analyse service users and non users	information concerning use and non-use of council services	community engagement is taking place e.g. develop internet access and database to map and track community development and engagement activity.	resources required to undertake baseline work	

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APPENDIX 2

PESTLE: Workforce Issues Halton Borough Council.

The PESTLE analysis below captures workforce-planning issues identified in departmental service plans.

Political issues	Economic issues
The 5 Boroughs Partnership NHS Trust's new model of care for mental health services 'Change for the Better' will impact on the way mental health service are delivered.	Halton's generally poor health statistics mean increase pressure on front line services. Services need to ensure that they are designed to deliver greater efficiency and value for money without detrimental impact on those people who use them.
The reconfiguration of PCT's resulting in a new PCT: Halton and St Helen's PCT. This has led to the requirement to form a new relationship with the PCT and also to take account of the changed function of the PCT.	Pressure on the Community Care Budget has meant a stricter application of Fair Access to Care services, resulting in care packages being re-assessed and in some cases re-designed for some people.
The introduction of Practice based commissioning should move commissioning budgets to GP's and local consortia.	Supporting People – Reductions in Supporting People Grant will increase budget pressures in operational areas. Business support will be required to assist services in ensuring projects after VFM within the funding requirements.
The North Cheshire Hospitals Trust has redesigned the roles of Warrington and Halton hospital sites with the move to elective activity at Halton and more acute care at Warrington. The social work service has been redesigned accordingly. There is a risk that funding does not follow services moving out of hospital system into community settings.	External Grant Funding – Exit Strategies will need to be identified and become integral to the commissioning process.
	New Regulations on the processes for naturalisation came into force from 1 November 2005 and there is a requirement for applicants to have confirmed English Language ability (speaking and listening) at Entry 3.
Every Child Matters: The Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to: - Be healthy - Stay safe - Enjoy and achieve - Make a positive contribution - Achieve economic well-being The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.	**Child Poverty:** Halton has an open ended target to reduce child poverty by 40%, and so far has managed a 10% reduction. National economic picture will result in a reduction in real financial resources available to local government from April 2011.

Children's Plan: The Children's Plan, published in December 2007, sets out the government's plans (via the Department for Children, Schools and Families') for the next ten years via a range of key strategic objectives. **Halton Children's Trust:** The Children's Trust is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. **Halton Safeguarding Children Board:** The Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children and Young People's Strategic Planning arrangements and the Halton Children and Young Peoples Plan. **External Inspections:** These take various forms ranging from Ofsted inspections through to unannounced inspections of Contract, Referral and Assessment (Safeguarding) and 3 yearly inspections of Safeguarding and Children in Care.	
Social issues	**Technological change**
Pressure on the Community Care Budget has meant a strict application of Fair Access to Care services, resulting in care packages being re-assessed and in some cases re-designed for some people. A number of Government initiatives and legislative requirements have put social inclusion higher on the social care agenda. There is an increase in the number of young people with more complex needs and a growing number of ageing people with learning disabilities; therefore, there is increasing pressure on resources within adults' services. A number of Government initiatives and	**ContactPoint:** This is a quick way for a practitioner to find out who else is working with the same child or young person, making it easier to deliver more coordinated support. This basic online directory will be available to authorised staff who need it to do their jobs. Halton was designated as an early adopter authority and went live in January 2009. **Electronic Common Assessment Framework:** The electronic CAF system (eCAF) for Halton has been piloted with practitioners from a range of voluntary and statutory agencies. A new eCAF system within Halton is available for testing and has been built on the Children and Young

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legislative requirements have put social inclusion higher on the social care agenda.

Health: Statistics show that health standards in Halton are amongst the worst in the country and single it out as the aspect of life in the borough in most urgent need of improvement. The population is ageing which could put even greater demands on the health and social care services. At the same time lifestyle choices in the borough, especially among the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

The numbers of long term unemployed eligible for support under government schemes seems to be falling and emphasis is shifting to worklessness, of which there is much in Halton and as such there could be a bigger client group that can be supported. Clear implications for HPIJ and the Employment Team.

The increased commitment of resources to support the area forum as strategies are updated and work plans rolled out.

The need to attract the hardest to engage adults in adult learning classes and employment initiatives.

Pupil numbers are declining. This presents a number of issues concerning the LEA's duty to provide the appropriate number, but not excessive numbers, of school places.

Reducing pupil numbers makes it difficult to meet Government targets on spending per pupil (for central administration).

Loss of Pupil Numbers at 11+ Numbers leaving the Authority at 11+ continues to be high. Approximately 155 pupils left Halton at 11+ in 2005. The continued development of Halton High School will have an important role in arresting this trend, as will the drive to raise attainment in all High Schools.

People's Database. In 2007 the DCSF announced the decision for the implementation of a national eCAF solution which will be operational across England in approximately 2010. Halton is currently in the decision making process as to whether to pursue the local or national eCAF solution.

Integrated Children's System:
Halton currently has an in-house ICS System live across all 9 Halton Children's Social Care front line teams. However, we are in the process of moving to CareAssess and aim to have a fully implemented ICS System in line with the anticipated DCSF deadline of October 2009.

14 to 19 Online Prospectus & Common Application Process (CAP):
Halton has implemented a searchable Online Prospectus of 14-19 learning opportunities available within the borough and also opportunities across greater Merseyside.
In October 2008 Halton launched an online post-16 application system; also know as the Common Application Process (CAP). The CAP is an integral part of the online prospectus, allowing young people to browse for courses and apply online directly to a provider.

Halton Virtual Learning Platform:
The DCFS e-strategy requires every school learner in England to have access to a personalised online learning space (Learning Platform) with the potential to support e-portfolios. Halton's Learning Platform is currently being developed and promoted within the Authority, with a number of collaborative projects beginning to take place.

Building Schools for the Future (BSF):
Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. Our vision is for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the

| | community, and therefore builds on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton ensuring it is a real tool for the delivery of education and is embedded across all schools.

Electronic Common Assessment Framework: Halton has established a multi-agency group to oversee the development of an electronic CAF system (eCAF).

The development of the Safer Stronger Communities agenda will impact on service delivery, particularly in respect of Anti-Social behaviour and Neighbourhood Management.

The Government agenda for sport and physical activity will dictate the delivery for sports development.

Initiatives such as a single national planning application form, electronic submission via the Planning Portal, increased internet based services, 'Expert Systems' for planning advice and information and PARSOL (Planning & Regulatory Services On-Line), will all impact upon the way aspects of our Planning service will be delivered.

Work is still ongoing to develop an integrated health and social care mental Health system across the 5 Boroughs Partnership.

Following a successful pilot of assistive technology in a number of properties within Halton, the rollout of assistive technology will continue to offer real alternatives to care and reassurance to carers and families.

Work is still ongoing to roll out Single Assessment. E-forms are now being used in a number of teams to improve generation of documentation and care plans.

Work is underway to improve information about services available on the Halton Website. There are also developments in |
|---|---|

	the use of self-assessment and the use e.g. digital cameras in relation to adaptation work. The launch of Consumer Direct North West contact centre will enable officers to take the Consumer Protection service to the socially excluded (who wouldn't otherwise contact the service) and raise awareness of statutory rights amongst this vulnerable group.
Legislation	**Environmental**
The Mental Capacity Act 2005 received Royal Assent in April 2005 and was fully implemented by April 2007. The Carers (Equal Opportunities) Act 2004 came into force in England on 1st April 2005. The Act gives carers new rights to information, ensures that work, life-long learning and leisure are considered when a carer is assessed and gives Local Authorities new powers to enlist the help of housing, health, education and other Local Authorities in providing support to carers. The Statutory Code of Practice on the Duty to Promote Disability Equality, which was introduced in the Disability Discrimination Act 2005, came into force in December 2006. The Duty required that a Disability Equality Scheme be in place by public sector organisations by December 2006. The action plan developed as part of the Scheme continues to be implemented corporately and departmentally. **Children Act 2004** provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. **Adoption and Children Act 2002** became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount	The Council has signed up to the Local Authority Carbon Management Programme in The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business. As part of the programme the Council will development a Carbon Management Strategy and Implementation Plan by March 2008 to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy. The Councils waste management section is working to appoint volunteer 'Recycling Champions' across all services, to ensure that all employees, members and contractors are encouraged to use recycling facilities that exist within their working environment. The Council will continue to seek, and to take advantage of all opportunities to promote recycling and effective waste management within the community.

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consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

Childcare Act 2006: The new Childcare Act aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act will require authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

Local Government White Paper Strong and Prosperous Communities: The White Paper promotes community and neighbourhood engagement, and will strengthen the council's role in leading community-wide improvements.

It develops the role of overview and scrutiny in relation to external bodies, and provides new requirements on service providers to engage with Sustainable Community Strategies and Local Area Agreements. There are changed requirements for council constitutions, and announced changes to the performance management and inspection regimes.

 "Care Matters: Transforming the Lives of Children in Care:" The Green Paper, was launched for consultation in October 2006 and sets out a radical package of proposals for transforming the lives of children in care, and will have major resource implications.

Education and Inspections Act 2006:
the Act contains a duty on governing bodies to promote well-being and community cohesion, and to take the Children and Young People's Plan into consideration when undertaking this duty. The Act introduces a new duty for Local Authorities to promote the use of sustainable travel for children attending school and young people of 6th Form age. It also amends the School Admissions Code of Practice having a stronger statutory basis than its predecessors.

Extended Schools Prospectus 2005:
The prospectus sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership.

14-19 strategy aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the programme of studies for learners in the16-19 age group and improve the vocational offer.

Under the 2004 Civil Contingencies Act, Council's have a duty to promote business continuity to businesses and voluntary sector agencies in their administrative area. In taking this forward, Halton Council's Business Development Division, in conjunction with the Risk Management Division, have taken the lead in discharging the Council's responsibilities under the Act.

The Local Government White Papers "Our Health, Our Care, Our Say" and "Strong and Prosperous Communities" promote improved health and well being outcomes for people, community and neighbourhood engagement

The new Carers (Equal Opportunities) Act 2004 strengthens	Modernisation of Day Services. Review of management

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the requirements on services to ensure that all carers are effectively supported. White Paper - Our Health, Our Care, Our Say. This paper places a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs led (Joint Strategic Needs Assessment) and outcome focussed (Comprehensive Area Assessment). White Paper – Strong and Prosperous Communities. Local authorities will need to consolidate their role as 'place-shapers' and strategic leaders. They will also work collaboratively to build cohesive communities. Priority areas improve include: reducing inequalities; partnership working with LSP and LEAs; health improvement and strengthening health commissioning.	structure to deliver unified Day Service across Halton. Includes specific role to ensure Performance Management intrinsic within service. Senior roles have specific service developmental responsibilities. More community-based individual and group work to be undertaken. Support staff upgraded to facilitate more autonomous working within the community. Community Mental Health services delivered in more community-based settings. Review current working arrangements as part of partnership. Re-design of Intermediate Care. With integrated management, an increase in workforce requirements and the number of services delivered, this will impact on the staff involved.	

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The 2007 Mental Health Act. Putting people first through a radical reform of public services, including a strategic shift towards early intervention and prevention. Every person receiving support will have choice and control over the shape of that support in all care settings.

NSF Long Term Conditions. One of the workforce implications of the NSF is a greater emphasis on joint working and the development of multi-disciplinary teams.

Social Care registration. Under the General Social Care Council (GSCC) regulations, the next group of social care workers to be formally registered has been agreed as domiciliary care workers, although in the first instance, this will be voluntary.

Independent Safeguarding Authority. Legislative framework for a new vetting and barring scheme for people who work with children and | | |

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vulnerable adults. In line with "Putting People First: a shared vision and commitment to the transformation of adult social care" (the ministerial concordat launched during 2007), the Directorate has set up a new Personalisation team. A Transforming Adult Social Care Change Board (TASC) has been established to take responsibility for the implementation of Personalisation, split into the four work-streams of Finance System, Workforce, Commissioning and Outcomes. The implementation of Personalisation will have major impacts on many areas of the social care workforce with the introduction of new systems, new ways of working and different job roles over the implementation period. The Integrated Local Area Workforce Strategy (InLAWS) is a joint initiative between Skills for Care and the Association of Adult Social Services (ADASS).		

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The projects main aim to develop effective ways to support Directors of Adult Social Services with workforce commissioning across their local area. The vision is to have the right workforce doing the right things at an achievable cost. This will involve brining service commissioning, financial and workforce strategies into balance.		

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APPENDIX 3

RISK ASSESSMENT OF PEOPLE STRATEGY

CHART 2 – RISK ASSESSMENT FORM

Organisation/department/function/project: Halton Borough Council

Business Objective: People Strategy

Completed by: Wesley Rourke   **Date Completed:** 23/12/08

No.	Risk (Threat/Opportunity to achievement of business objective)	Assessment of Risk (As it is now)			Risk Treatment Measures	Assessment of Residual Risk (With control measures implemented)			Risk Policy
		Impact (Severity) (I)	Likelihood (Probability) (L)	Risk Score (I x L)		Impact (Severity) (I)	Likelihood (Probability) (L)	Residual Risk Score	
	Human Resources ability to recruit and retain staff applying and developing appropriate skills	4	3	I2 H	1. Implement and review People Strategy Action Plan. 2. Engage managers in embedding People Strategy into service plans. 3. Consultation	2	3	6	M

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	Contracts and Partnerships outsourced services not delivered. Different ways of working may require new skills and competencies	2	2	4	1. Prepare tendering briefs with input from Council's Procurement Team. 2. Work with partners that are to commission resources based on LSP priorities. 3. Undertake training and awareness raising.	2	2	4	L

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CHART 2 – RISK ASSESSMENT FORM

Organisation/department/function/project: Halton Borough Council

Business Objective: People Strategy

Completed by: Wesley Rourke   **Date Completed:** 23/12/08

No.	Risk Threat/Opportunity to achievement of business objective)	Assessment of Risk (As it is now)			Risk Treatment Measures	Assessment of Residual Risk (With control measures implemented)			Responsible
		Impact (Severity) (I)	Likelihood (Probability) (L)	Risk Score (I x L)		Impact (Severity) (I)	Likelihood (Probability) (L)	Residual Risk Score	
	The political development of a People Strategy will require political approval to changes in structures, deployment of staff	3	4	H\n\n12	1. Outline issues to Council's Executive Board\n2. Prepare Project Plan\n3. Consultation with employees, employee representatives, Elected Members	1	4	4	L
	Social changes in population will impact on the type and level of services provided	2	4	8\n\nM	1. Gather research and intelligence on demographic profile of Borough\n2. Develop partnerships with other organisations to initiative better ways for joint working	1	4	4	L

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CHART 2 – RISK ASSESSMENT FORM

Organisation/department/function/project: Halton Borough Council

Business Objective: People Strategy

Completed by: Wesley Rourke   **Date Completed:** 23/12/08

No.	Risk Threat/Opportunity to achievement of business objective)	Assessment of Risk (As it is now)			Risk Treatment Measures	Assessment of Residual Risk (With control measures implemented)			Responsible	Timescale / Review Frequency
		Impact (Severity) (I)	Likelihood (Probability) (L)	Risk Score (I x L)		Impact (Severity) (I)	Likelihood (Probability) (L)	Residual Risk Score		
	Technology: Changes in technology will impact on the number of employees and skills required	2	2	L 4	1. Review IT strategy 2. Consult with IT Services (Client liaison)	2	2	4	L	
	Environmental primarily relates to accommodation required	3	3	9 M	1. Accommodation Strategy 2. Update/revisit home-working policy	2	3	6	M	
	Finance – greater constraints on Local Authority e.g. Gershon and CSR settlement	4	4	16 H	1. Implement succession planning 2. Promote policy corporate develop efficiency model 3. Work with Efficiency Review Project Team	3	4	12	H	

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Agenda Item 6b

REPORT TO	Corporate Services Policy & Performance Board
DATE	23rd February 2010
REPORTING OFFICER:	Strategic Director, Environment
SUBJECT:	Use of Resources Topic Theme Progress Report
WARD:	Borough Wide

1. **PURPOSE OF REPORT**

1.1 To advise on progress with the Use of Resources topic theme

2. **RECOMMENDATION**

2.1 The report be noted.

3. **SUPPORTING INFORMATION**

3.1 At the Board's meeting in September information was provided on the scope of the Corporate Area Assessment Use of Resources theme. The Board subsequently identified priority areas for review within the assessment area as part of their work programme for 2009/10. The areas selected energy management in buildings and procurement. These were prioritised as emissions from buildings accounted for approximately 70% of the carbon emissions from the Council's activities and spend of goods and services was in excess of £190m

The first meeting of the Working Group set up to look at energy management in buildings has met and agreed the scope of the review and key lines of enquiry. The Working Group has been provided with a good practice model for developing a strategic approach to energy management, details of the Council's current energy policy, baseline data in respect of energy use in the Council's buildings and actions taken to date by the Council to manage its energy use. The Working Group has identified a number of key individuals/agencies both internally and externally who will be invited to future meetings to enable them to contribute their views to the topic theme.

4. **POLICY IMPLICATIONS**

4.1 The Corporate Area assessment includes an annual use of resources assessment, part of which indicates how well the Council is making effective use of the natural resources. The Council has also made the commitment through the Carbon Management Programme to reduce its carbon emissions from its own activities.

5. **OTHER IMPLICATIONS**

5.1   There are likely to be financial and staffing costs associated with adopting a more strategic approach to energy management in buildings. These will need to be identified and developed before the Group's final recommendations are formulated.

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

The Council's priorities include adopting sustainable principles and addressing climate change as part of the Corporate Plan an urban renewable priority addressing the use of resources as consistent with this priority.

7. **RISK ANALYSIS**

The main risk in not understanding managing and reducing the Council's use of natural resources and this could be reflected in an adverse Comprehensive Area Assessment by the Audit Commission. The introduction of a more structured approach to energy management in buildings would be one way of mitigating this risk.

8. **EQUALITY AND DIVERSITY ISSUES**

None.

9. **LIST OF BACKGROUND PAPERS UNDER SECTION 100 (d) OF THE LOCAL GOVERNMENT ACT 1972**

Documents: Corporate PPB Working Group

Place of Inspection: Municipal Building

Contract Officer: Jim Yates

Agenda Item 6c

REPORT TO: Corporate Services PPB

DATE: 23 February 2010

REPORTING OFFICER: Strategic Director Corporate Services

SUBJECT: Corporate Customer Service Standards

1.0 **PURPOSE OF REPORT**

1.1 To consider the attached Corporate Customer Service Standards for the Authority.

2.0 **RECOMMENDATION**

That Corporate Services PPB:

1. **Approve the draft Standards with a view to presenting them to the Executive Board**

2. **Continue to support the process to develop, promote and monitor the Standards, as part of gaining accreditation of the Cabinet Office Customer Service Excellence Standard and as outlined in the report below;**

3.0 **SUPPORTING INFORMATION**

3.1 At its meeting of the 3rd February 2009 the Customer Service Excellence Officers Group agreed to implement the first actions from the Customer Services Strategy Action Plan, including the procurement of a company who would work with the Council in the pursuit of the Cabinet Office Customer Services Excellence Standard. In April 2009 a company called Customer Services Excellence Assessment Services (CSEAS) was appointed.

3.2 Following consultation with the assessment company a building block approach to accreditation was agreed, at a further Customer Service Officer Group on 9th June 2009, beginning with the need to collect corporate evidence and then focusing attention on working towards developing customer services within the HDL and Revenue/Benefits, before attempting accreditation across the remainder of the Council's services in a roll-out programme.

3.3 Alongside this, it has been necessary to ensure that all staff, officers, Members, partners and the public, have some degree of understanding about what the Council is trying to achieve and their responsibility in relation to it. To do this, a Customer Services Communication Plan and Training Plan will be developed to raise awareness and ownership.

4.0 **PROGRESS TO DATE**

4.1 The full programme of promotional activities will include: cascade briefings, 'roadshows', focus groups, use of the 'In Touch' magazine and establishing customer care 'champions' in each service. The purpose is to give people a common 'vision' of what a customer-focused organisation looks like and what is expected from them. The initial plan has been to develop a set of Corporate Customer Service Standards, in relation to employees' interactions with customers, to ensure we focus our efforts in the right direction.

4.2 Information was gathered by the Customer Service Excellence Officer Group about existing standards from services within the Council. In addition, desk based research was also carried out by some members of the group, which involved gathering information about Corporate Customer Care Standards from other authorities. As a result, a set of Standards were put together and agreed by the Officer Group at its meeting of 9th October 2009. (See Appendix 1).

4.3 Some services will have more specific or advanced service standards in which case, the Corporate Standards will form the minimum Standards that a service must adhere to, especially were none currently exist.

4.4 From a communications perspective if the Standards are approved, the Communications Team will develop the promotional materials for a media release to staff, partners and the public early in April (2010).

4.5 In addition, a staff guide has been prepared, (see Appendix 2), and further work is being undertaken with the corporate training section to incorporate the Standards into the in-house Customer Care Training courses and consideration is being given to training that will enable staff and Members to contribute to the continuing development of Customer Service Standards.

4.6 An approach for monitoring the Standards across the Council is also being developed, which will give more precise consideration to the timing of e-mail and written responses as suggested by the Chief Officer Management Team, (COMT). Over time consideration will also be given to developing a wider range of methods for communicating such as text messaging, which will also be included in the Standards.

4.7 Furthermore at a meeting of the Customer Service Excellence Members Scrutiny Topic Group on 26th January 2010 Members approved the Standards subject to a paragraph being inserted to reflect the rights and expectations that staff can have of their customers. This has been inserted as part of the Customer Charter on page one of the Standards.

4.8 In addition, the Members Scrutiny Topic Group requested that the training for staff should have a two fold approach. That is, as well as informing staff about the Standards and gaining feedback from them, practical training would be given to assist staff, particularly front line staff, in dealing with customers in a variety of practical situations. It was noted that some training of this nature was already provided but would be extended to ensure a wider staff coverage and included in the training package mentioned in 4.5 above.

4.9 The Council already have a good level of customer services but the

Corporate Standard will help to build on the current position and it is proposed that this report, along with any amendments suggested by the PPB, is submitted to the Council's Executive Board for approval of the Corporate Customer Services Standards and Staff Guide and to progress with the development of related communication, training and monitoring.

5.0 **FINANCIAL IMPLICATIONS**
5.1 There will be a cost for undertaking the promotion of the Standards but this will be contained within existing budgets.

6.0 **POLICY IMPLICATIONS**
Failure to progress this agenda will impact upon our CAA assessment but more importantly the standards of service we provide our customers.

APPENDIX 1

Halton Borough Council
Customer Service Standards

Halton Borough Council's Customer Service Standards, set out in this document, tell you how we will work with you to give you a service that meets your expectations. These expectations will be met in any contact you have with the Council and all of its employees.

Our Halton Direct Link One Stop Shops and Contact Centre give you easy access to all Council services. Specially trained advisors are available to support your enquiries and will be able to deal with most issues from beginning to end.

> Access to our services

We make our services easily accessible. You can contact us in the following ways:

In person at our One Stop Shops:

Halton Lea - Concourse Level, Rutland House, Halton Lea, Runcorn, WA7 2ES

Widnes - Brook Street, Widnes, WA8 6NB

Runcorn - Church Street, Runcorn, WA7 1LX

Ditton - Queens Avenue, Ditton, Widnes, WA8 8HR

Opening times

Monday to Friday 09.00am to 5.30pm
Saturday opening time are currently being revised (to follow)

On the Telephone:

You can call us 24 hours a day, 7 days a week by ringing: **0303 333 4300**
Minicom Service is available on **0151 907 8346**

By visiting our website
www.halton.gov.uk

By e-mail
hdl@halton.gov.uk

> *Customer Charter*

In our interactions with you we will:

- Be polite and professional at all times

- Treat you fairly and not discriminate against you

- Try to resolve your query at the first point of contact where possible

- Explain clearly what we have done and will do next

- Explain clearly what needs to be done, by whom and to what timescales

- Ensure you leave knowing which department is dealing with your enquiry and at what stage your enquiry is at if not completed

- Protect information you give us ensuring all personal data is dealt with in accordance with legislation

- Aspire to meet and better your expectations

- Welcome customer feedback to assist us in improving our service

In return our employees have a right to:

- work in a safe environment free from aggressive or threatening behaviour

- be treated politely.

Help us to help you by letting us know:

- in good time if you need to cancel or rearrange an appointment

- if you need an interpreter or language signer

- immediately if you are unhappy with the service you have received

- if you are pleased with the service you have received.

If you call at one of our offices we will:

- Provide a welcoming, clean, safe environment which is easily accessible

- Ensure you are greeted by a member of staff who is wearing a name badge so you know who you are speaking to

- Aim to see you within 10 minutes of arrival at any Council Building or within 10 minutes of your appointment time

- Listen to you and react to your needs appropriately

- Provide easy to understand information and make suitable arrangements for those customers who need hearing, visual or interpretation assistance or other support needs

- Make sure that any information provided is accurate, useful and beneficial and is provided in an appropriate format

If you telephone us we will:
- Aim to answer your call in an average of 30 seconds

- Ensure a member of staff answers your call in a friendly and professional manner, clearly stating their name and department so you know who you are talking to
- Make sure that if we have to transfer your call, we will tell you why and who you will be transferred to

- Provide easy to understand information and make arrangements for those customers who need hearing or interpretation assistance, or other support

If you email or write to us we will:
- Provide a full response within 10 working days

- Ensure all letters of response have a return address, contact name and telephone number

- Record the details of your enquiry and process your request for service if required

- Ensure that if we cannot answer your query directly, it is re-directed correctly and request a prompt reply on your behalf

- Respond in clear, concise and easy to understand language ensuring all information is accurate, relevant and suitable for your needs

Our complaints and compliments procedure

We want you to be happy about the service you receive from us. We welcome any comments, compliments and complaints about the services to enable us to maintain the standards set out above.

If you wish to make a complaint or compliment about any service you can:

- Visit **www.halton.gov.uk** and complete the contact us form.

- Ring the Contact Centre which is open 24 hours a day on 0303 333 4300 and speak to one of our Customer Service Advisors who will deal with your enquiry

- E-mail hdl@halton.gov.uk

- Visit your nearest Halton Direct Link One Stop Shop and one of our Customer Service Advisors who will deal with your enquiry.

- Write to The Policy and Performance Department at

  Halton Borough Council
  Municipal Building
  Kingsway
  Widnes
  Cheshire
  WA8 7QF

Alternatively, you may wish to feedback through your local Councillor who will submit comments on your behalf

APPENDIX 2

<div style="border: 1px solid green">

Staff Guide to Helping
Halton Borough Council achieve the
Customer Service Standards

</div>

Halton Borough Council has set Customer Service Standards which define how we will work with our customers to give them a service that meets their expectations. These Customer Service Standards are available in leaflet format and on the website at *web address to be added*

Every officer of the council has a role to play in helping the council achieve these standards, not just front line staff, and it is important to recognise this. This Guide aims to explain what our service Standards are and how you can help us achieve them.

In all your interactions with a Customer you must ensure that:-

- You are polite and professional at all times

- You treat them fairly and not discriminate against them in anyway

- If you can not help the customer find someone who can without passing the customer from department to department

- Explain clearly what you have done for them and what you will be doing for them

- Explain clearly what need to be done, who's responsibility this is, and the timescales to be met so that they can expect to get an outcome or a response

- Ensure that the customer knows which department is dealing with their enquiry and at what stage their enquiry is at if not completed

- Protect information they give us ensuring all personal data is dealt with in accordance with legislation e.g. data protection regulations

- Aspire to meet and better the customer's expectations

- You encourage Customers to provide feedback on the service they have received to allow us to improve our services.

Face to Face Communication

Introduction

Customers can often feel nervous about visiting, or being visited by, a large organisation such as the Council. It is your role as a representative of the Council to ensure that they are put at ease and receive the service they require.

Standards

- Provide a welcoming, clean, safe environment which is easily accessible
- Ensure the Customer is greeted by a member of staff who is wearing a name badge so they know who they are speaking to
- Aim to see the Customer within 10 minutes of arrival at any Council Building or within 10 minutes of their appointment time
- Listen to the Customer and react to their needs appropriately
- Provide easy to understand information and make suitable arrangements for those customers who need special arrangements – e.g. hearing, visual or interpretation assistance
- Make sure that any information provided is accurate, useful and beneficial and is provided in an appropriate format

How to achieve the standards

- Always ensure that when you are dealing with Customers that you have your ID Badge clearly on display
- Greet visitors proactively with "Good morning" or "Good afternoon" as appropriate. Don't wait for them to approach you
- Don't forget your manners - Invite the customer to sit down, don't assume they don't have standards
- When visiting customers at their home, introduce yourself and the purpose for your visit. Always show your ID card
- Address the customer professionally, using their name. Do not use familiarities such as "love" or "mate" this can be offensive to some people
- Maintain good eye contact and use positive body language to show the customer that you are listening
- Be aware of the customer's body language to assess their reaction to what you are saying
- Ask open questions (how, what, when, where, etc.) to establish what the customer requires
- Re-cap by summarising the enquiry in your own words
- Always tell the customer what you are doing and what will happen next
- Avoid passing on any enquiry that you could deal with yourself
- Ensure that another officer has access to your diary so if you are unable to come into work, contact can be made with any customers that you have appointments with
- Arrive on time for appointments, but where this is not possible ensure you make contact with the customer to let them know you will be late and why
- If there is paper work to be completed, offer the customer support in doing this or refer them to their nearest Halton Direct Link One Stop Shop who will be able to assist them
- Ensure you are aware of the Council's translation and Interpretation service and can access it when needed

Telephone Communication

Introduction

Most customer contact with the Council is by telephone so it is important that
you are professional and effective when responding to phone enquiries.

Standards

- Aim to answer all calls in an average of 30 seconds

- Ensure a member of staff answers the Customers call in a friendly and professional manner, clearly stating their name and department so they know who you are talking to

- Make sure that if we have to transfer your call, we will tell you why and who you will be transferred to

- Provide easy to understand information and make arrangements for those customers who have support needs, such as hearing or interpretation assistance

How to achieve the standards

- Always ensure office cover is maintained between the core office hours of 9.00 to 17.30 Monday to Thursday and 9.00 to 16:40 on a Friday
- Ensure that you answer all calls as soon as possible. Don't ignore a ringing phone or assume someone else will answer it
- Speak clearly when answering the phone and state your name and service area
- Ensure you answer the phone with an appropriate pitch and tone to your voice. Effectively answering "with a smile on your face"
- If you are to be away from your phone (even briefly), divert calls to another officer who is available – advise them that you are doing this, and when
     you will be back
- If you hear a phone ringing pick it up, even if it is not yours
- Try to resolve the customer's enquiry even if it isn't your main service area. If you can't help offer to take a message and tell them who will be contacting them – don't ask them to call back later
- Have a pen and notepad by your phone so that you can note down key pieces of information during the call
- Summarise the details to ensure you have understood the resolution that the customer wants
- Keep the customer informed of what you are doing, for instance if you need to go away from the phone to obtain some information, or need to transfer the call to another officer
- When you need to go away from your phone to check some details, put the customer on hold so that they can not hear conversations in the office
- Offer to call the customer back if it will take some time to find the information needed to resolve their enquiry
- Ensure you are aware of the Council's Interpretation Service and can access it when required
- Do not eat or chew whilst on the phone
- Always thanks the customer for their call and check if there's anything else you can help with

E-mail Communication

Introduction

An increasing number of enquiries are now received via e-mail. Responses to these enquiries must be to the same standard as for any other written correspondence and adhere to the same timescales.

All contacts which are generated through the "Contact Us" form on the Council Website and e-mails to HDL are managed by Halton Direct Link. Where they have the information they will respond directly to the customer within the timescales given. If e-mail response requires information from the specialist departments the e-mail will forwarded to the appropriate service for them to respond to the Customer. HDL will contact the Customer and inform them which department is dealing with the enquiry and that they should expect a full response within 10 working days.

Standards

- Provide a full response within 10 working days
- Record the details of the enquiry and process the request for service if required
- Ensure that if we cannot answer your query directly, it is re-directed correctly and request a prompt reply on your behalf
- Respond in clear, concise and easy to understand language ensuring all information is accurate and relevant and suitable to the Customers needs

How to achieve the standards

- You must respond to any e-mails from customers within 10 working days
- If you can't respond within 10 working days, send a 'holding' letter to the customer explaining why and when you expect to be able to respond fully
- Each department is responsible for monitoring there own response times
- If you receive an e-mail which has been forwarded to you by HDL to respond you must ensure you send the Customer a full response within 10 working days of the initial e-mail. Please copy HDL into the response so that they can attach the response to the customers record within the CRM system
- Begin your e-mail messages with an appropriate salutation
- Set a signature into your outgoing messages which contains your name, job title, location and phone number
- All outgoing e-mails to members of the public need to have a link to The Council's survey on e-mail responses so that the customer can comment on our service and response time - Link is xxxxxxxxxxx
- Do not write your e-mails in capitals – this is considered to be like shouting
- Use appropriate language – don't for example use colloquialisms or text shorthand
- Spell check your messages before sending them out. This can be set to run automatically
- If you receive an e-mail directly that you will not be handling, advise the customer of the details of the officer you have passed the enquiry to
- Use the 'out of office' facility when you will be unable to respond to e-mails
- Give access to your e-mail to another officer so that they can check messages if you are off sick. Check with your manager what the arrangements are in your service
- Arrange for an 'out of office' response to be implemented on behalf of any officers who are unexpectedly away from work for a prolong period
- Do not use jargon or technical terms
- Ensure you are aware of the Council's translation service and can access it when needed

Written Communication

Introduction
Letters are sent out by all sections of the Council every day. It is important that a standard corporate style is used, both in layout and accessibility of the language used. For further information on the Council's Corporate Style please refer to the Corporate Communications Guide – copies of which are available from Communications and Marketing.

Customers must be able to understand any documentation we send to them and it is important we use 'Plain English', and that they receive it promptly and in their preferred format. Please be aware of Customers with visual impairment or other support needs.

Standards
- Provide a full response within 10 working days

- Ensure all letters of response have a return address, contact name and telephone number

- Record the details of the Customers enquiry and process your request for service if required

- Ensure that if we cannot answer the Customers query directly, it is re-directed correctly and request a prompt reply on their behalf

- Respond in clear, concise and easy to understand language ensuring all information is accurate and relevant and suitable for your needs

How to achieve the standards
- Respond to letters as soon as you can. Don't wait for the response deadline
- Use 'Plain English' guidelines when drafting correspondence – please see the Corporate Communications Guide
- Never use a typeface smaller than font size 12point. 14point is the minimum size recommended for readers with a visual impairment
- Use an accessible font – one without embellishments to the letters (san serif)
- Avoid the use of jargon or technical terminology
- Only use an abbreviation after the full word has been written with the abbreviation in brackets
- Ensure you are aware of the Council's translation service and can access it when needed

REPORT TO:	Corporate Services Policy and Performance Board
DATE:	23 February 2010
REPORTING OFFICER:	Strategic Director, Corporate & Policy
SUBJECT:	Locality Working Topic Progress report
WARDS:	Borough-wide

1.0 PURPOSE OF THE REPORT

1.1   To advise on progress with the review of Locality Working.

2.0 RECOMMENDATION:

2.1 To note the report

3.0 SUPPORTING INFORMATION

3.1   At the Board's September meeting it was resolved :

*That the Executive Board be recommended to accept Option 1 –
complete closedown, and a Working Party be set up with the Business
Efficiency Board to consider the future of locality working in Halton.*

This was reported to Executive Board on 3 December 2009 which
resolved:

   *(1)   Executive Board support the creation of a Working Group to
          consider how locality working should operate and be funded in
          Halton when Neighbourhood Management funding ceases to
          be available from Central Government; and*

   *(2)   the Working Group receive evidence from a wide range of
          partners across Halton and report their findings to the Local
          Strategic Partnership and Executive Board*

Nominations to the working group were confirmed following the meeting
of the Business Efficiency Board on 11 November 2009, and meetings
have taken place on 26th November and 15th December.

So far, the working group has considered the scope of the review, the
lessons from the Neighbourhood Management pilot and some of the
options for taking forward locality working. It is also looking at whether
and how any future arrangements might be supported from within
existing resources. Key partner agencies will be invited to the next
meeting to enable them to contribute their views to the review.

1

4.0 POLICY IMPLICATIONS

4.1 The Council and its partners have made policy commitments to narrowing the gap between the most deprived areas and the rest of the Borough, The adoption of locality working should be aimed at addressing this, and would be consistent with government policy, for example the Communities in Control White Paper.

5.0 OTHER IMPLICATIONS

5.1 There will be costs associated with the adoption of a locality working model. These will need to be identified as ideas are firmed up, before Executive Board is able to make a final decision on the way forward.

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**

Locality working should aim to support the delivery of objectives under all of the Council's key priority areas.

7.0 RISK ANALYSIS

The main risk is failure by the Council to deliver the desired improvements in its five priority areas, including the targets in the current Local Area Agreement (LAA) for which it has lead responsibility, and in the Sustainable Community Strategy. This would be reflected in an adverse Comprehensive Area Assessment by the Audit Commission. The introduction of an appropriate locality working model would be one way of mitigating this risk.

8.0 EQUALITY AND DIVERSITY ISSUES

Locality working should aim to reduce geographical inequalities within the Borough.

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

Document	Place of Inspection	Contact Officer
Communities in Control White Paper	Municipal Building	Rob MacKenzie

REPORT TO: Corporate Services Policy and Performance Board

DATE: 05th January 2010

REPORTING OFFICER: Strategic Director Corporate and Policy

SUBJECT: Local Area Agreement Performance Report

WARDS: Borough-wide

1.0   PURPOSE OF REPORT

1.1   To provide information on the progress towards meeting Halton's Local Area Agreement (LAA) targets to September 2009.

2.0   RECOMMENDED THAT:

    i. The report is noted

    ii. The Board considers whether it requires any further information concerning the actions being taken to achieve Halton's LAA targets.

3.0   SUPPORTING INFORMATION

3.1   The revised LAA was signed off by the Secretary of State in June 2008. The LAA contains a set of measures and targets agreed between the Council, local partner agencies (who have a duty of co-operation in achieving targets) and government. There are 32 indicators within the LAA along with statutory and education and early years targets. The current agreement covers the period April 2008 to March 2011.

3.2   The Agreement was refreshed in March 2009 following a review with Government Office North West. It is not expected that there will be many significant changes to the agreement excepting those areas affected by the downturn in the national economy, such as measures relating the local economy and house-building. As a consequence of this government has identified a list of indicators for which targets will be reviewed before the end of March 2010.

3.3   Attached as Appendix 1 is a report on progress to the 2009 – 10 mid-year which includes a summary of all indicators within the LAA and additional information for those specific indicators and targets that fall within the remit of this Policy and Performance Board.

3.4   In considering this report Members should be aware that:-

    a) All of the measures within the National Indicator Set are monitored through Quarterly Departmental Service Plan Monitoring Reports. The purpose of thus report is to consolidate information on all measures and targets relevant to this PPB in order to provide a clear picture of progress.

b) In some cases outturn data cannot be made available at the mid-year point and there are also some Place Survey based indicators for which information will not become available until 2010 i.e. the next date the survey is due to be undertaken.

4.0 CONCLUSION

4.1 The Sustainable Community Strategy for Halton, and the Local Area Agreement contained within it, is the main mechanism through which government will performance manage local areas. It is therefore important that we monitor progress and that Members are satisfied that adequate plans are in place to ensure that the Council and its partners achieve the improvement targets that have been agreed.

5.0 POLICY IMPLICATIONS

5.1 The Local Area Agreement acts as the delivery plan for the Sustainable Community Strategy for Halton and is therefore central to our policy framework.

6.0 OTHER IMPLICATIONS

6.1 The achievement of Local Area Agreement targets has direct implications for the outcomes in relation to Comprehensive Area Assessment judgements.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

8.0 RISK ANALYSIS

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

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 One of the guiding principles of the Local Area Agreement is to reduce inequalities in Halton.

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

Document   Local Area Agreement 2008 – 11

Place of Inspection 2nd Floor, Municipal Building, Kingsway, Widnes

Contact Officer   Rob   MacKenzie   (0151   471   7416)

A Local Area Agreement For Halton

June 2008 – April 2011

Corporate Services

Mid-Year Progress Report
01st April – 30th September 2009

Halton Strategic PARTNERSHIP

MPF Control v1.

Document Originator (Halton Borough Council)	Mike Foy Senior Performance Management Officer Tel 0151 471 7390 / Internal extension 1177 mike.foy@halton.gov.uk
Additional Contact	Mark Grady Tel 0151 471 7390 / Internal extension 1023 mark.grady@halton.gov.uk

This report provides a summary of progress in relation to the achievement of targets for Halton Local Area Agreement.

It provides both a snapshot of performance for the period 01st April to 30th September 2009 and a projection of expected levels of performance to the period 2011.

The following symbols have been used to illustrate current performance against 2009 and 2011 target levels.

✔	Target is likely to be achieved or exceeded.
?	The achievement of the target is uncertain at this stage
✖	Target is highly unlikely to be / will not be achieved.

The following indicators are not included within this performance report:

NI	Description	Reason
74	Proportion achieving L5+ at KS3 in both English and Maths	
83	Proportion achieving L5+ at KS3 in Science	
95	Proportion progressing by two levels at KS3 in English	Following the deletion of these indicators from the National Indicator Data Set they have been removed from the Local Area Agreement for Halton from April 2009.
96	Proportion progressing by two levels at KS3 in Maths	
97	Proportion progressing by two levels between KS3 and KS4 in English	
98	Proportion progressing by two levels between KS3 and KS4 in Maths	

Performance Overview

HEALTHY HALTON

NI	Descriptor	09/10 Target	2011 Target
8	Adult participation in sport	?	?
53	Prevalence of breastfeeding at 6 – 8 weeks from birth	?	?
120	All-age all-cause mortality	✖	?
123	16+ Smoking rate prevalence	✔	✔
139	People > 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently		
142	Number of vulnerable people supported to maintain independent living	✔	?

CHILDREN & YOUNG PEOPLE

NI	Descriptor	09/10 Target	2011 Target
72	Early years foundation stage attainment	?	?
73	Proportion achieving level 4 at KS2 in both English and Maths	?	?
75	Proportion achieving 5 A-C GCSE's including English and Maths	✖	?
87	Secondary school persistence absence rate	✔	✔
92	Achievement Gap at Early Years Foundation Stage	✖	?
93	Proportion progressing by 2 levels at KS2 in English	✔	?
94	Proportion progressing by 2 levels at KS2 in Maths	?	?
99	Proportion of children in care achieving level 4 at KS2 English	✔	?
100	Proportion of children in care achieving level 4 at KS2 Maths	✔	?
101	Proportion of children in care achieving 5 A – C GCSE's	✖	?
56	Obesity among primary school age children in Year 6	?	?
63	Stability of placements of looked after children	✖	?
80	Achievement of a Level 3 qualification at age 19	?	?
111	First time entrants to Youth Justice System	✔	?

Performance Overview

NI	Descriptor	09/10 Target	2011 Target
112	Under 18 conception rate	✖	✖
115	Substance misuse by young people	?	?
116	Proportion of children in poverty	?	?
117	16 – 18 Year olds not in education, training or employment	✖	✖

SAFER HALTON

NI	Descriptor	09/10 Target	2011 Target
5	Overall satisfaction with the area	?	?
7	Environment for a thriving third sector	?	?
16	Serious acquisitive crime rate	✔	✔
17	Perceptions of anti-social behaviour	?	?
20	Assault with injury crime rate	✔	✔
30	Re-offending rate of prolific and priority offenders	?	?
32	Repeat incidents of domestic violence	✖	?
33	Arson incidents	✔	?
39	Alcohol related hospital admission rates	✖	?
40	Drug users in effective treatment	?	?
192	Household waste collected and recycled	✔	✔

EMPLOYMENT, LEARNING AND SKILLS

NI	Descriptor	09/10 Target	2011 Target
153	Working age people claiming out of work benefits in the worst performing neighbourhoods	✖	?
163	Working age population qualified to at least Level 2 or higher.	?	?

Performance Overview

171	VAT Registration rate	✔	?

URBAN RENEWAL

NI	Descriptor	09/10 Target	2011 Target
154	Net additional homes provided	✘	✘
175	Access to services and facilities by public transport walking and cycling	✔	✔
186	Per Capita C02 Emissions in LA area	?	✔

SAFER HALTON

NI 5	Increase residents overall satisfaction with the area

Baseline (2007/08)	2009 - 10			2011	
	Target	Mid-year Actual	Progress	Target	Projected
70.4%	N/A	**70.4%**	?	1820	?

Data Commentary

The data is obtained from the New Place Survey, the last results were from 2008

General Performance Commentary

Whilst 70.4% of Halton residents agree that they have been involved in the decisions that affect their local area, 66.4% of residents in the Neighbourhood Management Areas (NMA) agree, showing a gap of 4%.

Summary of key activities undertaken / planned during the year

Partners in the Safer Halton Partnership's Engagement, cohesion & liveability Task Group deliver a range of activities to engage local communities and specifically with regard tour 'You said… we did' reassurance information programme through the media .Also, partners are currently developing an action plan to better co-ordinate and their work on engaging the communities of Halton in the partnership's work.

Examples of activities in the past quarter include Operation Packet, Burglary Days of Action and a range of community events and broader based community events and activities in which partners participated – examples include Environmental Impact days in Palace Fields, Runcorn in June, Party in the Park in Phoenix Park in August , Runcorn and the Kingsway Fun Day in July

Work has also been done to increase the reporting of hate crimes by residents and workers in Halton by increasing the awareness amongst wider partners.

URBAN RENEWAL

NI 186   Per capital CO2 emissions in LA area

Baseline (2005)	2009 - 10			2011	
	Target	Mid-year Actual	Progress	Target	Projected
9.9 tonnes per capita	7.52% (9.16 tonnes)	N/A	?	11.1% (8.8 tonnes)	✓

Data Commentary

Data is provided by DEFRA. The 2005 baseline was updated in September 09 on the DEFRA website (http://www.decc.gov.uk/en/content/cms/what_we_do/lc_uk/loc_reg_dev/ni185_186/ni185_186.aspx,). The figures quoted above relate to the new data, so differ from those in the LAA, although the overall percentage reductions remain the same. GONW have approved these figures.

General Performance Commentary

Currently Halton is performing well against this target using the data from DEFRA, however GONW have indicated that this indicator will be measured on actions rather than on the DEFRA data. We are currently pulling together an LSP action plan for NI186.

Summary of key activities undertaken / planned during the year

The Council has been proactive in reducing carbon emissions from its own operations as well as working with others to help reduce wider emissions. In 2007 the Council took part in the Carbon Trust Local Authority Carbon Management Programme. The Programme involved the Council working together with Carbon Trust advisors to identify specific actions in a Carbon Management Plan, which would lower our carbon emissions over the next five years. A number of initiatives have now been implemented including installation of Multi Functional Printer Devices (MFDs), across its buildings to replace the need for photocopiers, individual printers, and faxes, The Council has removed over 400 standalone printers and replaced them with a reduced number of devices which are more energy efficient. The project has also resulted in the Council using less toner cartridges and those used are all recycled. As well as reducing consumption, project has resulted in financial savings in excess of £60,000 for the Council.

Refurbishment work carried out at Runcorn Town Hall incorporated energy saving measures including increased insulation to reduce energy loss, improved lighting controls and energy saving lights, photo voltaic panels

URBAN RENEWAL

which convert sunlight into energy and solar shading to reduce the need for air conditioning in the summer. Consumption is anticipated to reduce by 20% resulting in savings of £15,000.

A programme of work has also been undertaken at the Stobart Stadium together with staff running and Energy Awareness Campaign to turn of equipment when not in use. The work has included the introduction of sensory and energy efficient lighting, improved heating and boiler controls and the installation of a power perfector. This has resulted in a reduction in consumption of 24% and a financial saving of £25,000

Energy Awareness campaigns have also been undertaken Councils buildings and employees act as Energy Champions to advice staff in actions they can take to reduce their consumption.

In the future energy efficient measures will be built into future building refurbishments and will be a significant feature of the Building Schools for the Future Programme.

The new vehicle fleet include more energy efficient vehicles and across the fleet bio fuels have been introduced. In terms of staff travel pooled bikes have been introduced, along with a car sharing scheme and campaigns to encourage employees to use public transport, where appropriate.

This year the council are also working with the Energy Saving Trust (EST) to help further reduce CO_2 emissions.

The Energy Saving Trust is funded by Government to work with local authorities and help them to assist householders and businesses to reduce energy and tackle climate change. As part of this work we will be training staff to drive more fuel efficiently using the 'smarter driving' initiative. This work will help the Council to develop a strategy to reduce consumption in the wider community. The Council aims to consult with partners, local residents and business on what the key priorities should be. The aim is to consult in the principles of a Strategy by February 2010, with a draft Strategy being introduced by May 2010. Formal consultation would commence in June 2010 with a final Strategy agreed for publication by November 2010.

The council are currently working with LSP partners to update the action plan for NI186. This will include activity from partners and also proposals for new partnership working.

REPORT TO:	Corporate Services Policy & Performance Board
DATE:	23 February 2010
REPORTING OFFICER:	Strategic Director, Health & Community
SUBJECT:	Corporate Community Engagement Audit

1.0   **PURPOSE OF THE REPORT**

1.1   To report the findings of the recent Corporate Community Engagement audit and provide some guidance on strategic requirements.

2.0   **RECOMMENDED: That**

1.   **Corporate Services PPB receives the report and comments on the audits findings.**

2.   **Considers arrangements for community engagement activity contributing to a co-ordinated corporate approach and supporting strategic requirements and assessments.**

3.0   **SUPPORTING INFORMATION**

3.1   In April 2008, the Audit Commission undertook a Comprehensive Performance Assessment Inspection of Council Services. One of the key areas for their inspection was community engagement and they concluded.

"There is a duty on the Council to inform, consult and involve. The Council and its partners must collect and evaluate comprehensive information on both the needs of different community groups and the way our current service delivery addresses those needs. Local people, partners, staff and suppliers should be involved in the commissioning of services, whilst the Council and its partners strive to improve access to services, outcomes and value for money based on robust evaluation. The Council and its partners should also establish whether the information provided to the community is deemed by residents as being relevant to them. To these ends, engagement activities will need to be co-ordinated across partnerships effectively."

3.2   The Comprehensive Area Assessment process is already underway and to date there has already been significant focus from the Audit Commission around community engagement approaches. The CAA process pays particular attention to the following key areas of

activity: -

- Local services need to be 'effective at giving voice to those who are vulnerable or at greater risk of disadvantage and inequality'.
- How well local partners know and understand the nature and extent of inequality and disadvantage within their communities and how effectively they are working to reduce or eliminate discrimination.
- How well authorities specifically engage with vulnerable and marginalised groups.
- "Evidence of service users views, specifically children and young people; those who may experience disadvantage in accessing public services; groups and individuals seldom heard, people whose circumstances make them vulnerable and the third sector." An authority must demonstrate a sound understanding for the needs and views of such groups, and how priorities and services reflect their needs. The Local Area Agreement (LAA) is pivotal to this and should demonstrate partnership support for community engagement to promote an empowered and cohesive community in Halton.

3.3 From April 2009 best value authorities have a 'Duty to Involve'. This duty is outlined in Creating Strong, Safe and Prosperous Communities (Statutory Guidance) and an extension of the existing Duty to Involve requirements. The government White paper Communities in Control, Real People, Real Power further embeds the governments increasing emphasis on community involvement and participation in decision making, service management and policy development.

3.4 The central government policy context is centred on increasing citizen participation and developing mechanisms to increase power to communities, giving them real control over local decisions. The key expectations for local authorities are: -

- Duty to promote democracy
- Extension of Duty to Involve
- Streamline consultation and engagement – "public bodies should where appropriate join up with other organisations"

These will be supported through: -

- Accessible and understandable information
- Petitions – requirement to respond to all petitions/e-petitioning
- Public scrutiny – inform and support participation in overview and scrutiny arrangements
- Councillor Call for Action
- Community Asset Transfer
- Parish Councils
- Community Contracts (extension of Community Charters)

3.5 Halton Strategic Partnership Board (HSPB) launched a Community Engagement Strategy in October 2005 and set out to review the strategy in three years, this review is now overdue.

3.6 The strategic approach from the partnership involved a multi-agency community engagement network. The aim was to deliver multi-agency engagement activity and share expertise and resources. A consultation register and toolkit were also developed to support partnership approaches, a co-ordinated approach to activity and sharing of research.

3.7 In practice, the Community Engagement Network has had an operational role in particular, delivering training for front line officers but a strategic role has not been realised. The consultation register has not been used greatly. There hasn't been universal participation from the strategic partners or indeed across Council departments hence, we do not have a comprehensive or co-ordinated vision of engagement activity across the Borough.

3.8 The Improving Engagement Steering Group agreed a piece of work was required to provide a corporate vision of engagement activity, this would also be desired, across the Strategic Partnership however an audit of Council activity would firstly be undertaken.

4.0 **Consultation and Engagement Audit Framework**

4.1 A consultation and engagement audit (appendix two) and analysis framework (appendix one) was developed in-house and approved by the steering group. The audit was designed to collate data of consultation and engagement on four levels: -

- Information giving
- Consultation
- Deciding together
- Acting together

4.2 The audit was disseminated by the Chief Executive to third tier management. Twenty five responses were received from across the Council's four Directorates. Whilst this is not a complete picture, the information collated provides a significant snapshot of engagement activity across the Council.

4.3 The data provided was considered against the analysis framework for measurement in terms of volume and quality of activity.

4.4 Appendix 3 categorises activity across the four levels of participation. In summary, the responses were: -

4.5   **Information Giving**

4.5.1   Sharing information is a key activity across the Council with both traditional and innovative mechanisms being applied. Departments collaborate well and know individually who they are trying to engage. All respondents advised their information giving activity goes beyond producing leaflets and newsletters, the most frequently sited method being information over the web. The range of information giving is both rich and varied, from literature, dvd's, sms texts, facebook, dedicated websites, face to face promotions/public events, posters, press releases and Halton Direct Link both for displaying information and utilising the call centre facility.

4.5.2   There is evidence of some joined up information provision across services and partner agencies.

4.5.3   The information giving responses scored out of a maximum of 4: - In the analysis framework

- 3 for level of planning.
- 3/4 for quality control, consistent approach and corporate guidance.
- 3/4 for external and internal integration, plenty of evidence of working with partners.
- 2/3 for breadth of engagement

4.6   **Consultation**

4.6.1   From the responses received over two thirds of the services undertook surveys or questionnaires. Almost half did less than five a year with a quarter carrying out between 6 and 20+ surveys or questionnaires annually.

4.6.2   From figures provided, which are not exhaustive across the Council, 8556 surveys were returned. The majority of the surveys were not commissioned through the Research and Intelligence Department and were designed and delivered within the service areas. This is a key area that should be addressed to avoid duplication of effort, ensure efficient use of Council resources and limit consultation fatigue.

4.6.3   Focus groups were delivered by half the respondents with 46 focus groups reported in the last year.

4.6.4   Face to face events and road shows were also a key feature with 131 events reported with approximately 8460 people attending.

4.6.5   There is evidence of some shared consultation with partner agencies.

4.6.6   Feedback mechanisms varied from letters, leaflets, meetings, training, information on web, PPB's, you said we did posters, newsletters face book responses and community meetings.

4.6.7   The consultation responses scored out of a maximum of four in the analysis framework: -

- 2 for level of planning, activity in isolation, could be better co-ordinated and some consistency/streamlining of feedback mechanisms. Need to support and further expand vibrant and innovative methods of consultation.
- 3/4 for quality control for the wealth, range, frequency and volume of consultation.
- 2 for external and internal integration need to increase shared consultation both internally and externally and share best practice.
- 3 for breadth of engagement. The authority knows which sections of the population need to be engaged and resources such as the data observatory enable access to rich, robust data sources. Strong awareness of seldom heard and marginalised group, requires reflection in consultation activity.
- 2/3 for depth of engagement. Activity here is largely quantitive with some examples of more qualitative information. To achieve the next level a consistent approach across the organisation is required.

4.7   **Deciding Together**

4.7.1   This category is defined as a two way process where users are involved in designing and developing services. At this level participants in engagement become more active and involved and can influence outcomes. This level of engagement activity demonstrates accountability and responsiveness and is often applied to service monitoring and improvement.

4.7.2   The response to this category is more descriptive of mechanisms than quantitative from the responses. There is a high level of activity, which varies in its form across the thematic areas of work. Streamlining the responses which sited similar activity (i.e. SSP's, Area Forums) there is approximately 14 different examples of 'deciding together' activities: -

- SSP's
- Local Strategic Partnership Transport Board
- Involvement in Traffic Calming Scheme's – Affected households.
- Development on Arts Strategy with users/participants
- Consultation groups for SEN provision
- Locality Management
- Steering groups for service areas i.e. Personalisation

- Apprentice Support Project, HPIJ
- Castlefields Village Square Development Group
- School Travel Plan Steering Group
- Service User Involvement – i.e. Norton Priory, café, DDA requirements
- Community Safety Projects i.e. Bonfire initiative
- Planning Live – support plans with individual budgets
- Area Forums
- People's Panel
- Young Inspectors

4.7.3   This is not an exhaustive list and Council wide the level of activity would expand greatly.

4.7.4   The Council needs to have a corporate understanding of these mechanisms and the volume of activity to accurately reflect community engagement at this level to our regulators. There are examples of good practice high impact deciding together activity that can make a positive contribution, provided it can demonstrate an impact on service provision.

4.7.5   The deciding together responses scored out of a maximum of four in the analysis framework :

- 3 for level of planning
- 3 for quality control
- 2/3 for external and internal integration
- 3 for breadth of engagement
- 4 for depth of engagement i.e. LSP's, Area Panels, N.M.
- 3/4 for community experience

4.8   **Acting Together**

4.8.1   At this level, the Council is willing to listen, negotiate, change or review strategy and involve stakeholders at the beginning of the process. This is a participate, agree, implement model. It differs from 'deciding together' as it is about service shaping, monitoring and evaluating and requires a long-term approach.

4.8.2   This level of activity tends to be more strategic and must be able to demonstrate impacts and outcomes from activity.

4.8.3   The examples of 'acting together' activity in the responses were: -

- Haltons Cultural Partnership
- Local Strategic Partnership & Specialist Strategic Partnerships
- Locality Management
- 14-19 Strategic Partnership
- Personal, Community, Development Learning Partnership
- Waste Strategy Reviews and consultations

- School Travel Plans
- Young Voices Volunteer Steering Group
- Halton Lea Library Steering Groups (Young People and Community History)
- Youth Bank
- My Place

4.8.4 The Acting Together responses scored out of a possible four: -

- 3/4 for level of planning
- 3 for quality control
- 4 for external and internal integration
- 4/3 for breadth of engagement
- 4/3 for depth of engagement
- 4/3 for community experience

5.0 **Conclusion**

5.1 The Duty to Involve and CAA place community engagement at the heart of assessment success. Local Authorities need to be able to evidence how engagement translates into improved outcomes.

5.2 There is a plethora of activity at every level of engagement from the snapshot of responses received. The Council has a variety of mechanisms for informal and short term community engagement activity. Information giving is a key layer of this, this area is massive across the Council and e-access is increasing. The Council's Communications and Marketing department provide a level of co-ordination although most activity happens within service areas. The CAA is looking for evidence of tailored and targeted information co-ordinated with partners to avoid duplication or crossed messages. Lower level engagement activity, consultation is key to many service areas and there is evidence that changes to service delivery are effected at this level. The volume of activity is significant and encouraging but requires some co-ordination to meet expectations of joined up approaches both across Council departments and with partner agencies. The Consultation level is a key area for engaging with hard to reach communities through targeted approaches without long-term expectations for participants. The LAA requires 'local services to be effective at giving voice those who are vulnerable and at greater risk or disadvantage and inequality' and will seek evidence of service users views in service provision. Some disadvantaged groups have a greater need for Council services whilst experiencing greater barriers to accessing them.

5.3 The deciding together and acting together tiers of activity are pivotal to meeting 'duty to involve' expectations. There are numerous mechanisms across the Council although there is a fragmented approach to delivery. These two levels of activity scored highly, this is no surprise as the mechanisms are geared towards high level

engagement. The frequency of activity is less than at information giving and consultation levels. In meeting duty to involve authorities need to demonstrate: -

- They understand the interests and requirements of the local community.
- Authorities in their understanding to ensure information consultation and involvement opportunities are provided on the right issues, targeted at the right people, and accessible to those the authority is trying to reach.
- They have an appropriate **corporate** approach to providing information and consulting and involving in other ways that flow throughout their organisation – from strategic policies into individual service delivery – and that they co-ordinate their engagement activities with partners where appropriate.
- Local people will feel that the authority provides relevant and accessible engagement opportunities and will know how to get involved, either directly or through their elected representative. Local people will recognise that the authority's priorities and policies reflect this involvement and services are tailored to local needs, even though difficult choices in service provision need to be made.

5.4   Empowering communities to participate effectively is a long-term process and requires commitment and resources from public sector agencies. It is widely recognised empowerment has a strong link to well-being and cohesion in communities built on community development approaches.

5.5   The 2008 Places survey showed that 24.8% of people thought that they can influence decisions in their locality this is slightly less that the unitary average of 27.6%. Three in ten (31%) said they would like to be more involved in decision making and six in ten (60%) could become more engaged depending on the issue.

6.0   **RECOMMENDATIONS**

6.1   Corporately we need to map engagement activity. The audit has demonstrated the volume of activity as a mere snapshot across the Council. There is engagement activity going on that could be shared as best practice and support strategic regulatory requirements, for example, the evidence collated in Health and Community that supports commission for quality care inspections.

6.2   The Council's consultation register should be modernised to provide a mechanism that serves as a corporate register and evidence base of engagement activity. Such a mechanism needs to record demographic participation and identify engagement activity with hard to reach groups to ensure the Council and its partners understands who it is engaging with, where gaps exist and a sound evidence

base.

6.3 In respect of service planning, the Council should consider including involvement plans through service planning. This could be an add on in the Service Plans to include community engagement activity that supports the service provision/delivery. This would provide a thread of consistency in approaches to considering community engagement in service arrangements. This would require some corporate guidance/information around understanding community engagement and Halton's vision and aspirations.

6.4 The Council should strive to better co-ordinate and streamline activity both internally and with partners. This may be prompted through the review of the HSPB Community Engagement Strategy and the Community Engagement Network arrangements. This review needs to get underway with the Council providing a lead role.

6.5 Internally there maybe merit in considering a link from engagement activity to Area Forums. This could be reporting research, consultations and service impacts as a result of community engagement activity, providing a thread through the democratic process.

6.6 The Council should consider how to strengthen and support the Councillor role in community engagement. Statutory guidance emphasises the Councillor role as advocates for the communities they service. The Councillor role "is crucial in order to advance community involvement in decision making, in accurately defining local needs and in helping to judge the impact of delivery." Councillors should be aware of engagement mechanisms and planned activity to enable them to lead and promote local involvement. Councillors should be supported with tools to engage their communities, area forums is a positive example of this. Training and support for Councillors in engagement processes, tools and techniques could be provided and Members should be briefed on adhoc engagement activity, in particular at the information giving and consultation levels.

6.7 The Council also needs to agree an approach under the 'Duty to Promote Democracy' requirement and understand the strengthened powers for Members with the 'Councillor Call for Action' power. This came into force on 1st April 2009, the powers are limited to issues affecting single council wards.

6.8 Community Ownership and Asset Transfer is another key area of focus in government policy as it demonstrates empowered and engaged communities at the highest level of involvement. The Council has some examples of this approach, Murdishaw Community Centre, Churchill Hall, Loose Music with Queens Hall, My Place and Kingsway Health Centre and Runcorn Linnets with Halton Sports. These arrangements should feature on a corporate

engagement register and could be hi-lighted in future reporting on community involvement in Halton.

7.0 **POLICY IMPLICATIONS**

7.1 Failure to address many of these areas could weaken the Council's approach to developing Community Engagement. A number of the recommendations may require some policy amendment or change.

8.0 **FINANCIAL IMPLICATIONS**

8.1 There are no financial implications for this report.

9.0 **REFERENCES**

- Project Brief, Community Engagement, HBC, January 2009.

- The Duty to Involve, Making It Work, Community Development Foundation, 2009.

- Councillor Call For Action, The Centre for Public Scrutiny and Idea, February, 2009.

- Network of Empowering Authorities (NEA) Framework, Idea, April 2009-10-26

- Transforming Your Authority, Creating Real and Lasting Change.

COMMUNTY ENGAGEMENT ACTION PLAN

TASK	KEY OUTCOMES	LEAD PARTNER	LEAD OFFICER	TARGET DATES
Final report on Corporate Community Engagement Audit to Corporate Services PPB	Present report to Members and agree future reporting arrangements and Member involvement	HBC	Dwayne Johnson	February 2010
Include community engagement in HBC corporate business planning process	Liaise with HBC Performance Management to incorporate community engagement activity in the corporate business planning process utilising the four tiers of engagement and evidence gathering of service impacts	HBC	Corporate Policy & Performance Management	
Audit Framework to be shared with partner agencies	Report to HSPB on context of community engagement across partner agencies in CAA process. Share HBC audit framework and support offered to partner agencies to undertake an organisational engagement audit	HBC	Nicola Goodwin	February 2010
Presentation to EEC Sub-Group of HSPB on audit framework and engagement strategy review	Present audit framework and findings for HBC, reiterate offer of support to partner organisations to undertake an audit	HBC	Nicola Goodwin	March 2010

	Key officers from partner agencies identified for a working group to review the community engagement strategy			
Review of partnership Community Engagement Strategy	Multi-agency working group established with clear objectives and timescales for reviewing the partnership community engagement strategy Context of public policy and regulatory requirements across agencies established Explore best practice from other LSP's and other relevant bodies, i.e IDea, Regional Empowerment Partnership, Involve, LGA, et Establish a baseline and understanding of engagement activity across Halton's agencies Revise strategy document with participation from all HSPB agencies Present draft strategy to HSPB to commence consultation with Halton's agencies, Members and the wider community	HBC	Nicola Goodwin	March 2010

Review partnership toolkit for community engagement	Review and update the existing toolkit offering guidance on tools and techniques for engagement and key contacts across agencies			
Review Halton's consultation register	To provide a new web based system to record consultation and engagement initially for HBC to be rolled out to partners for sharing best practice, research and avoiding duplication	HBC	Neil McSweeney Sue Scott	April 2010
Review the partnership Community Engagement Network	Expand current network arrangements and membership to:- • Have a strategic role with membership from Halton's key agencies • Identify and plan multi-agency engagement activity as appropriate • Provide training for community engagement practitioners • Support future requirements in CAA on community engagement approaches in Halton			

Agenda Item 7c

REPORT: Corporate Services Policy and Performance Board

DATE: 23 February 2010

REPORTING OFFICER: Strategic Director Corporate and Policy

SUBJECT: Corporate Services Policy and Performance Board
Work Programme 2010/11

WARDS: Boroughwide

1.0   PURPOSE AND CONTENT OF REPORT

1.1   This report is the first step in developing a work programme of Topics for the Board to examine in 2010/11. While the Board ultimately determines its own Topics, suggestions for Topics to be considered may also come from a variety of other sources in addition to Members of the Board themselves, including members of the Council's Executive, other non-Executive Members, officers, the public, partner and other organisations, performance data and inspections.

1.2   The key tasks for Board Members are:
- to suggest and gather Topic ideas on issues relevant to the Board's remit:
- to develop and prioritise a shortlist of possible Topics for examination in 2010/11, bearing in mind the Council's agreed selection criteria (Annex 1)
- to decide on a work programme of 2 or 3 Topics to be undertaken in the next municipal year.

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2.0   RECOMMENDED: that the Policy and Performance Board

(1) Put forward and debate its initial suggestions for Topics to be included in the Board's 2010/11 work programme

(2) Develop and informally consult on a shortlist of its own and others' 2010/11 Topic suggestions ahead of the Board's meeting on February 23 2010, bearing in mind the Council's Topic selection criteria

(3) Decide at its February 23 2010 meeting on a work programme of 2 or 3 Topics to be examined in 2010/11.

3.0   SUPPORTING INFORMATION

Annex 1 – Topic selection checklist

3.1   Prior to determining their preferred Topics, the PPB may wish to take soundings from relevant Executive Board portfolio holders, the SSP and other key partners.

Annex 1

OVERVIEW AND SCRUTINY WORK PROGRAMME

Topic <u>Selection</u> Checklist

This checklist leads the user through a reasoning process to identify a) why a topic should be explored and b) whether it makes sense to examine it through the overview and scrutiny process. More "yeses" indicate a stronger case for selecting the Topic.

#	CRITERION	Yes/No
	<u>Why</u>? Evidence for why a topic should be explored and included in the work programme	
1	Is the Topic **directly aligned with and have significant implications for at least 1 of Halton's 5 strategic priorities & related objectives/PIs, and/or a key central government priority?**	
2	Does the Topic **address an identified need** or issue?	
3	Is there a **high level of public interest or concern about the Topic** e.g. apparent from consultation, complaints or the local press	
4	Has the Topic been **identified through performance monitoring** e.g. PIs indicating an area of poor performance with scope for improvement?	
5	Has the Topic been **raised as an issue requiring further examination through a review, inspection or assessment, or by the auditor?**	
6	Is the Topic area likely to have a **major impact on resources or be significantly affected by financial or other resource problems** e.g. a pattern of major overspending or persisting staffing difficulties that could undermine performance?	
7	Has some **recent development or change** created a need to look at the Topic e.g. new government guidance/legislation, or new research findings?	
8	Would there be **significant risks** to the organisation and the community **as a result of <u>not</u> examining this topic**?	

	Whether? Reasons affecting whether it makes sense to examine an identified topic	
9	**Scope for impact** - Is the Topic something the Council can actually influence, directly or via its partners? Can we make a difference?	
10	**Outcomes –** Are there clear improvement outcomes (not specific answers) in mind from examining the Topic and are they likely to be achievable?	
11	**Cost: benefit** - are the benefits of working on the Topic likely to outweigh the costs, making investment of time & effort worthwhile?	
12	**Are PPBs the best way to add value** in this Topic area? Can they make a distinctive contribution?	
13	Does the organisation have the **capacity** to progress this Topic? (e.g. is it related to other review or work peaks that would place an unacceptable load on a particular officer or team?)	
14	Can PPBs contribute meaningfully given the **time** available?	

REPORT TO: Corporate Services Policy & Performance Board

DATE: 23 February 2010

REPORTING OFFICER: Strategic Director - Corporate and Policy

SUBJECT: Sickness Absence – 2nd quarter (1July – 30 September 2009)

WARDS: Borough-wide

1.0   PURPOSE OF THE REPORT

1.1   To provide a report on the number of working days lost in the second quarter of 2009/10, outlining trends and patterns of sickness.

1.2   To provide a report on comparative data from previous quarters, 2008/09 and 2009/10.

2.0   RECOMMENDED: That

    (1)   the content of the report be noted; and

    (2)   Members make comments as appropriate.

3.0   SICKNESS DATA

3.1   The total number of working days lost due to sickness absence, in the second quarter of the year was 10,789. The breakdown for each directorate is set out below;

Directorates	Total number of staff	FTE	Total no.days lost 2nd quarter
Corporate &Policy	521	465.02	1016.00
Environment	1046	683.45	2124.50
Health & Community	846	642.39	2764.50
CYP non schools	511	485.68	1586.50
Primary Schools	1411	919.86	1863.00
Secondary Schools	1158	802.36	1434.50
Totals			10,789

3.2   The average number of working days lost, due to sickness absence, per employee for the second quarter, 2009/10 is 4.84 as compared with 6.73 in the same quarter 2008/09.

3.3 Absences of between 1 and 7 days continue to account for 76% of all sickness absence and the reasons for short term absence remain colds, infections and stomach problems.

Number of periods of absence by range of days

	1 day	2-7 days	8 -14 days	15+ days
Corporate &Policy	100	132	23	14
Environment	97	144	47	49
Health and Community	118	196	59	67
Children &Young People non schools	98	160	28	32
Primary schools	135	116	29	60
Secondary schools	131	123	23	37
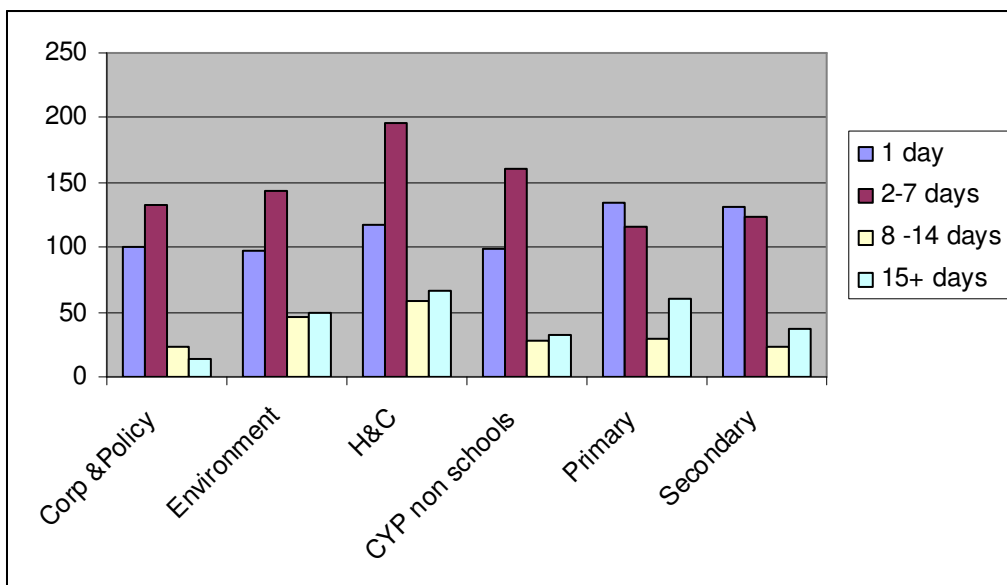
3.4 Long term sickness absence is included in the overall calculation of working days lost for each directorate. Managers across all directorates are continuing to actively monitor employee absence and with the support of the Assistant Personnel/Welfare Officers have successfully resolved a number of long term sickness cases in this quarter.

4.0 OBSERVATIONS ON DATA

4.1 There was a substantial reduction in absences related to colds/infections across each directorate which was to be expected.

4.2 Through active management of long term sick cases both the Environment and Health & Community Directorates reduced the days lost relating to back pain/musculo skeletal Health in the second quarter.

4.3 Across the Authority there has been an overall reduction of 215 days lost due to Personal stress compared to the 1st quarter of this year with CYP (non schools) seeing a substantial reduction. Again this is due to active management of sickness cases.

4.4 Absences due to work related stress also reduced from the 1st quarter of this year from 818 days to 707.50. CYP Directorate and secondary schools saw a substantial reduction in days lost due to work related stress.

4.5 All staff who are absent from work, long term, suffering from personal or work related stress are being supported by Occupational Health and managers are currently working closely with the Assistant Personnel/Welfare Officers to resolve the ongoing cases.

5.0   COMPARISONS OF DATA – 2008/09 and 2009/10

5.1 The table below sets out the total working days lost, due to sickness absence, across the directorates for both the 1st and 2nd quarter 2008/09 and 2009/10. Almost all of the directorates saw a reduction in the number of working days lost in the 2nd quarter of 2009/10 compared with the days lost in the 1st quarter of 2009/10. This can be attributed to managers actively monitoring attendance levels and applying the absence management policy. In comparison with the same quarters in 2008/09 several directorates saw a reduction in working days lost across both quarters. However one directorate, despite a reduction in the days lost in the 2nd quarter 2009/10 when compared to the same quarter 2008/09 the days lost had increased slightly. Further investigations were made into the situation and the reasons for the increase have now been identified. With support from the Assistant Personnel/Welfare Officers the cases have now been resolved.

	1st QTR 08/09	1st QTR 09/10	Difference (days)	2nd QTR 08/09	2nd QTR 09/10	Difference (days)
Corporate &Policy	1,457.50	1,065.50	-392	1,676.50	1,015.90	-660.60
Environment	4,309.50	3,090.00	-1219.50	3,355.00	2,124.50	-1230.5
Health and Community	3,114.50	2,736.00	-378.50	3,709.50	2,764.50	-945
CYP non schools	1,233.00	1,616.00	+383	1,331.50	1,586.50	+255
Primary schools	3,011.00	2,722.00	-289	1,414.00	1,875.00	+461
Secondary schools	2,541.00	2,386.50	-154.5	1,359.00	1,434.50	+75.50
Total days lost	15,666.50	13,616.00	-2050.50	12,845.50	10,789.00	-2056
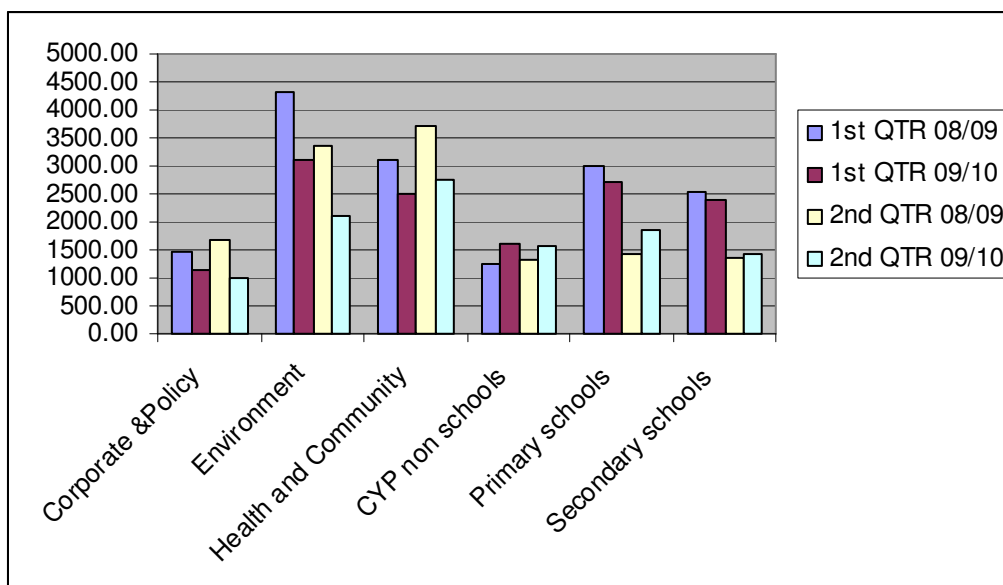
6.0 POLICY IMPLICATIONS

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

7.0 RISK ANALYSIS

7.1 Failure to monitor absence levels and trends may lead to increased levels of ill health and appropriate support may not be given to employees. This may lead to challenge through Tribunal for disability discrimination or insurance claims.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 It is important that the Council can demonstrate that all employees are treated equally and fairly with regard to their sickness absences.

9.0 FINANCIAL IMPLICATIONS

9.1   Failure to address levels of sickness absence will lead to increasing costs for the authority.

10.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

10.1 There are no specific implications for the Council's priorities save for the obvious ones relating to the health of the Council's employees.

11.0 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 Services PPB

DATE: 23 February 2010

REPORTING OFFICER: Chief Executive

SUBJECT: Performance Management Reports for 2009/10

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

1.1 To consider and raise any questions or points of clarification in respect of the 2009 – 10 2nd quarter performance management reports on progress against service plan objectives and performance targets, performance trends/comparisons, factors affecting the services etc. for:

- Policy & Performance
- Exchequer & Customer Services
- Legal, Organisational Development and Human Resource Services
- Financial Services
- Property Services
- Stadium & Hospitality

2.0 RECOMMENDED: That the Policy and Performance Board

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

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

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

3.0 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.

4.0   POLICY AND OTHER IMPLICATIONS

4.1   There are no policy implications associated with this report.

5.0   RISK ANALYSIS

5.1   Not applicable.

6.0   EQUALITY AND DIVERSITY ISSUES

6.1   Not applicable.

**7.0   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

SERVICE: Policy and Performance

PERIOD: Quarter 2 to period end 30th September 2009

1.0 INTRODUCTION

This monitoring report covers the Policy and Performance Service's second quarter period up to 30th September 2009. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

The Place Survey results are now available and will be presented to a Member seminar on 30th November. A follow up qualitative study has been completed and a report is expected shortly.

The two yearly staff survey has been completed a full report is expected soon.

3.0 EMERGING ISSUES

The LAA area assessment and the organisational assessment of the Council will be published on 10th December 2009.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	**19**		17		1		1

Generally good performance with 17 milestones out of 19 on or above target. The red traffic light has been given because the September target date for the implementation of the new website content management system has been missed, but the project is still due to be completed by the year end. Similarly, whilst there has been some slippage with the implementation of an action plan for business continuity, (amber light), due to having to respond to swine flu issues, but it is still hoped that the December target will be reached. Details of all the key objectives/milestones can be found in Appendix 1

4.1 PROGRESS AGAINST OTHER OBJECTIVE/MILESTONES

Total	3		2		0		1

The missed target relates to the new scrutiny gateway and web area, however it is anticipated that it will become operational at some point in the 3rd quarter and details can be found in appendix 2

5.0 SERVICE REVIEW

There are no issues to report in this period.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	2		1		1		0

All reportable targets are due to reach goal by the year end. Further details about key performance indicators can be found in appendix 3

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	12		9		1		2

Of the 12 reportable targets 9 are on or above target. The two red lights relate to internal communications, remedial action is being considered for these. The amber light relates to processing of invoices which is improving due to remedial action already taken. Further details relating to these can be found in appendix 4. NI's 1 – 5 and 37 and 140 and PPLI 15 - 17 all relate to the Place survey, which is not carried out this year so is not being reported this year, but will be reported again next year.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

Appendix 1 - Progress against Key Objectives/ Milestones
Appendix 2 - Progress against Other Objectives/Milestones
Appendix 3 - Progress against Key Performance Indicators
Appendix 4 - Progress against Other Performance Indicators
Appendix 5 - Explanation of traffic light symbols
Appendix 6 - Financial Statement

Progress against 'key' objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O1	Improve the effectiveness of the support intelligence and advice provided by the Council and Its partners to review policy, resource planning service delivery and performance.	Monitor performance against Community Strategy targets and review delivery plans **June 2009.**		A report of progress and performance was produced for 2008/09 in June and a revised Sustainable Community Strategy was adopted in July, incorporating Local Area Agreement targets. A combined performance monitoring process is in place with quarterly reports to Specialist Strategic Partnerships and a 6 monthly LAA progress report is to be reported to the 18th November HSP Board.
		Monitor and review progress in delivering Local Area Agreement targets with partners and agree refresh with government office **March 2010**		See above – A 6 month progress report has been produced and a timetable for negotiations with government office agreed.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/MILESTONES – Policy and Performance

Progress against 'key' objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O1 cont'd		Monitor and review MAA and city region development plan progress with city region partners and agree refresh with GONW **March 2010**		The MAA was signed off in September as expected. The MAA will be refreshed in March. The City Region Development Plan is being prefaced by a Strategic Framework, due to be published in November 2009
	Improve the effectiveness of the support intelligence and advice provided by the Council and Its partners to review policy, resource planning service delivery and performance.	Review Halton Data Observatory and partnership data arrangements and upgrade **March 2010**		Dependant on review of Council's intranet. Delay in this will have knock on effect to the hosting of the data observatory.
		Complete mid-term review of Sustainable Community Strategy and adopt **July 2009**		As above – work complete.
		Complete mid-term review of Corporate Plan and adopt **December 2009**		A mid-term review of the Corporate Plan has taken place with a refresh and evaluation of areas of focus and will be reported to Executive Board in December.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/MILESTONES – Policy and Performance

Progress against 'key' objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O1 cont'd		Complete design of and undertake survey of Consulting Halton Communities **November 2009**		Completed by MORI on time and results will be available shortly.
		Analyse, evaluate and disseminate results to relevant audiences **March 2010**		The Place Survey results will be presented to a Members seminar on 30th November.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/MILESTONES – Policy and Performance

Progress against 'key' objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O2	Improve the quality and effectiveness of the Council's external communications	Implement new website content management system by **July 2009** and migrate content **Sept 2009** Review key messages **Autumn 2009**		Server configuration complete; Installation complete; templates designed and being configured w/c 23 Nov. Review of content underway.
		Carry out internal communications survey as part of staff survey **September 2009**		Completed, initial results provided, awaiting detailed analysis
		Update Communications Guide; Media Guide ; Style Guidelines **October 2009**		Review of documents underway.
		Evaluate Advertising contract **September 2009**		Working with Wirral MBC on a Merseyside wide advertising contract. PQQ advertised w/c 9 November
		Review arrangements for communicating in a crisis **August 2009**		Communications guidance updated for Swine Flu plan; LRF Website up and running as alternative site to www.halton.gov.uk

Progress against 'key' objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP 03	Address inequalities and improve opportunities by narrowing the gap between the most deprived wards in the borough and the rest thorough the delivery of neighbourhood management arrangements.	Complete residents consultation and undertake analysis **February 2010** Complete and report Business Case for NM funding beyond April 2010 **September 2009**		Focus groups Sept 2009. Reports available shortly Business case completed and presented to Executive Board Away Day October 2009.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/MILESTONES – Policy and Performance

Progress against 'key' objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O4	To ensure that the organisation remains fit for purpose through the ongoing development of business continuity, risk management and health and safety arrangements.	Implement action plan and further review arrangements for business continuity in Directorates by **December 2009.**		There has been some slippage on directorates completing BC plans due to the response to swine flu. Once finalised, Corporate BC plan will be completed and all plans will be signed off by Management Team.
		Review the embeddedness of strategic risk management arrangements **December 2009**		On course for completion
		Corporate Risk Group to review Corporate & Directorate Risk Registers, provide appropriate performance monitoring reports and deliver manager and member training by **December 2009**		On course for completion
		Review the Council's preparedness for pandemic flu and have appropriate plans in place **March 2010**.		Pandemic Flu plan has been issued. Specific plans and arrangements, and outstanding issues, are being progressed.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/MILESTONES – Policy and Performance

Progress against 'other' Service Objectives / milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PP O5	*Improve the effectiveness of the overview and scrutiny framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement.*	*Develop a functioning overview and scrutiny gateway and web area* **July 2009**		*The timetable has been delayed to allow for further consultation with Members, but it is hoped that the new gateway and web area will still become operational at some point in the 3rd quarter*
		Integrate relevant legislation and guidance into Halton's overview and scrutiny framework **October 2009**		*Completed*
		Agree 2009-10 Policy & Performance Board Work Programme **June 2009**		*Completed*

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

Progress against 'key' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
PPLI 1	% Of LAA / WNF Spend (%)	92	100	N/A	N/A	Expenditure claims submitted in arrears after the quarter end, therefore, data not yet available
PPLI 4 (PPLI 5)	% Of Departments with up to date Risk Registers	100	100	75		Most of the reviews have now been completed and the remaining reviews are underway.
Cost & Efficiency						
PPLI 9 (PPLI 11)	% of departmental working days lost due to sickness absence.	3.85	4.0	2.17%		N.B. This is qtr1 and qtr2 combined figure (Qtr1 2.42%)

APPENDIX THREE – PROGRESS AGAINST KEY PERFORMANCE INDICATORS – Policy and Performance

Progress against other performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
PLI 2 (PPLI 3)	% of neighbourhood element funding committed / spent	100	100	100		Spend in line with agreed 2009/10 budget.
PPLI 3 (PPLI 4)	% of Departments with up to date Business Continuity Plans	100	100	100		100% of departments have an existing plan but additional work is now being done to review and update plans (see PP04 above)
PPLI 5 (PPLI 6)	Number of accidents resulting in injuries to staff	36	40	6		This is a reduction in the number of accidents at this point last year.
PPLI 6 (PPLI 7)	% of relevant employees attending emergency planning training exercises.	100	100	100		The opportunities to attend training have been reduced because of work on the Efficiency Review, response to Swine Flu, and the absence of the Head of R&EP on secondment. However, where training has been made available relevant employees have attended.
PPLI 7 (PPLI 10)	% of invoices paid within 30 days	98	95	80%		A slight improvement on qtr 1 figures.
PPLI 8	Number of Team Brief feedback forms returned – average per month	-	25	50		

APPENDIX FOUR – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS – Policy and Performance

Progress against other performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Quality						
PPLI 11 (PPLI 14)	Satisfaction with internal communications of the Council (%)	71.9 2007/8 No survey 2008/9	78	63%		Initial results show a drop in satisfaction, however, 83% of staff responding, believed there had been an improvement in internal communications in the past 2 years.
PPLI 12	% of people satisfied or more than satisfied with visit to Council website www.halton.gov.uk	-	90	83%		Website improvements currently in hand and expected to improve satisfaction ratings to target ratings before the end of quarter 4.
PPLI 13	Satisfaction with In Touch magazine	81.6 2007/8 No survey 2008/9	87	74%		Staff survey shows a drop in satisfaction with InTouch, however it remains the internal communications channel staff are most satisfied with. In 2009 we introduced the electronic version of the magazine.
PPLI 14	Satisfaction with Inside Halton magazine	-	80	N/A	N/A	Satisfaction survey in December edition of magazine, results will be available Jan 2010
PPLI 18 (PPLI 17)	% of residents in Neighbourhood Management pilot areas engaged in Neighbourhood Partnership activity.	4074 (24.7%)	4500	5163 (31.3)		In line with target to increase by 10% over 2008/9 total.

APPENDIX FOUR – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS – Policy and Performance

Progress against other performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Service Delivery						
PPLI 19	Value of external funding bids supported (£000's)	2631	1000	£68,000		£188,460 secured to date. 18 projects were in pipeline. 38 funding enquiries received in this period
PPLI 20	% of milestones and objectives achieved within annual Neighbourhood Management Action Plan	85	8	80%		5 out of 6 achieved so far. On target to achieve all objectives and milestones.
NI 188[1]	Planning to adapt to Climate Change	0	0 -1	N/A	N/A	See footnote below

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[1] The local authority is assessed against a criteria scored 0 to 4 0 = the authority has begun the process of assessing potential threats and opportunities across its estate and services (for example, flood and coastal resilience plans, emergency planning community risk register/strategies etc.), and has identified and agreed the next steps to build on that assessment in a systematic and coordinated way, there is no further information available at this stage.

APPENDIX FOUR – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS – Policy and Performance

Explanation of the Traffic Light Symbols

The traffic light symbols are used in the following manner:

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

APPENDIX FIVE – EXPLANATION OF TRAFFIC LIGHT SYSTEM – Policy and Performance

POLICY AND PERFORMANCE

Revenue Budget as at 30th September 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Item £'000
Expenditure					
Employees	2,238	1,135	1,011	124	1,014
Premises	163	81	81	0	81
Supplies & Services	477	229	228	1	315
Corporate Subscriptions	128	101	101	0	123
Agency & Contracted	38	38	42	(4)	42
Transport	45	22	21	1	21
Support Services	1,737	868	868	0	868
Total Expenditure	**4,826**	**2,474**	**2,352**	**122**	**2,464**
Income					
Support Service Recharges	-1,828	-914	-914	0	-914
Emergency Planning Grant	-12	0	0	0	0
Grants	-372	-186	-169	(17)	-169
Reimbursements & Other Grants	-22	-11	-11	0	-11
Total Income	**-2,234**	**-1,111**	**-1,094**	**(17)**	**-1,094**
Net Expenditure	**2,592**	**1,363**	**1,258**	**105**	**1,370**

Comments on the above figures:

In overall terms spending is currently below the budget to the end of the first quarter. This is mainly due to a number of staff vacancies within the section. It is expected that the overall total net spending will be in line with the Department budget by year-end.

APPENDIX SIX FINANCIAL STATEMENT – Policy and Performance

POLICY AND PERFORMANCE

Local Strategic Partnership expenditure as at 30ᵗʰ September 2009

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	**£000**	**£000**	**£000**
Local Strategic Partnership				
LSP Team	192	96	59	37
Community Pot	0	0	0	0
Net Expenditure	**192**	**96**	**59**	**37**

Regular monitoring reports are sent to the Local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Neighbourhood Renewal Fund is spent during the year.

APPENDIX SIX FINANCIAL STATEMENT – Policy and Performance

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Exchequer and Customer Services**

PERIOD: **Quarter 2 to period end 30th September 2009**

1.0 INTRODUCTION

This monitoring report covers the Exchequer and Customer Services first quarter period up to period end 30th September 2009. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

<u>**Revenues**</u>
Council Tax:
Collection rate performance continues to improve and currently stands at 57.50% which is the highest 'Quarter 2' collection rate we have achieved in over the last nine years.

This performance also compares well when benchmarked against the Association of Greater Manchester Authorities, (AGMA), with Halton coming 4th out of 14 Authorities.

Business Rates:
Despite the change to Empty Property Rates and, the preparation work that has taken place for the Deferred Payment Scheme, the Business Rates collection rate has also continued to improve. At the end of Quarter 2, the collection rate was 0.13% above the previous year at 60.43%

When compared to the other AGMA LAs, this result represents the 2nd highest collection rate achieved in the benchmarking group.

The Deferred Payment Scheme for Non-Domestic Rates came into force 31st July 2009. It is a complicated scheme allowing ratepayers to defer payment of a percentage of their 2009/10 charge until 2010/11 and 2011/12. Despite software issues and the very tight timescales, the Section has successfully implemented the scheme on time.

Benefits:
DWP continue to have problems calculating and publishing performance against the two national indicators which makes benchmarking very difficult. We do however have some internal systems in place which allow us to monitor the speed of processing new claims and changes in circumstances. The Section is currently processing new claims in average of only 16 days. This comes at a time when the Section has seen an increase in caseload of more than 11%.

The implementation of the In and Out of Work project has been successfully implemented which so far, has had minimal impact in the Service.

Welfare Rights:
The impact of the economic downturn continues to impact on the demand for the income maximisation and debt advice services provided by the Welfare Rights Service. So far this year the Service has generated over £588,000 for Halton residents. This is in addition to representing 46 residents at appeal tribunals to help them reclaim disability benefits that have been refused. There are currently 103 appeal applications in the process of waiting to be heard.

Procurement & Finance Support
Improved Payment Terms for SMEs
Performance on payments to Small & Medium Enterprises (SME's) has increased from 44% paid on time at the end of December 2008 to 62% at the end of March 2009. Electronic scanning and matching of all appropriate invoices is in place for the central invoice processing function, in Corporate and Policy, Health and Community and Environment. Children and Young Peoples Directorate are part way through implementation.

Electronic solutions
A Project Implementation workshop has been undertaken for the Electronic Contracting System. Training dates are scheduled for May 2009. A cross directorate group has been identified to implement 4 modules -Electronic Request for Quotes-Contract Advertising/OJEU Advertising and Electronic Tendering. These will go live in the target groups by 31st July.

Multifunctional Devices (MFD's)
The role out of the MFD programme will continue into the new year.

Reducing Transactions
We have increased the number of purchase card transactions to produce lower processing costs for the Council and better cash flow and lower collection costs, for our suppliers.

Embedded Purchase cards are used for purchases of foods for school meals, hotel accommodation and the purchase of second hand books. There were 6555 transactions made via the purchase card amounting to £864,500 during 2008-9.

IDeA Marketplace
Two new corporate suppliers Alexandra, and Monks and Crane have added their catalogues to be accessible through our electronic marketplace.

Agresso Procurement Training
Training sessions have been delivered to 450 Agresso users to refresh their skills and demonstrate best practice and how to get the most from the system. We incorporated some basic procurement training into the sessions to underline the close links between procurement and our purchasing system.

Procurement Savings
Projected savings for the financial year were forecast to be in the region of £300k. The table demonstrates savings in excess of this. These have been brought about by strict adherence to good procurement methods, restricting access to non contract suppliers, joining framework agreements which provide greater financial savings and by working with non procurement personnel in service areas to help them understand how to apply procurement best practice.

Contract	YTD Contract Savings £
Agency Workers	174,086
Rail Tickets	21,494
Post	68,858
Stationery	17,048
Stationery –change from branded to own brand products	31,774
Office Furniture	31,653
PPE - Personal Protective Equipment New Contract commences January 09	-53
Professional Uniform and Clothing	2,584
Civic Newspaper	11,692
In-Touch Magazine	1,856
MFD's	13,796
MFD's - Toner Savings	73,859
Frozen Foods new Contract	26,143
Total Savings	**477,790**

Customer Services
HDL Statistics - Qtr 2

QTR Cases	2008	2009
Contact Centre	35617	45978
Widnes One Stop Shop	10771	12858
Ditton One Stop Shop	3728	3993
Halton Lea One Stop Shop	11775	12499
Runcorn One Stop Shop	5635	6439
	67526	81767

The table above shows the cases dealt with in the Contact Centre and the One Stop Shops. Overall there has been a 21% increase in volume in business conducted compared to the same period last year.

NI 14 Figures
This National Indicator was introduced to reduce avoidable customer contacts. However there is no national standard and the methodology used by individual LAs approach to record cases differ considerably. It is therefore difficult to set targets or indeed measure comparative performance.   The results are being used to determine where improvements can be made and staff are currently working with Directorates to determine how to reduce the avoidable contacts in the various service areas. Statistics are monitored and reported quarterly.

Cases	Avoidable Status			
Service Area	Avoidable	Unavoidable	Grand Total	Percentage
Benefits	3122	12494	15616	19.99%
Childrens Duty	30	622	652	4.60%
Council Tax	3842	11032	14874	25.83%
EDT	139	1471	1610	8.63%
Education	102	911	1013	10.07%
Environmental	451	3421	3872	11.65%
Health & Community	218	2299	2517	8.66%
HHT Out Of Hours	131	738	869	15.07%
HHT Unanswered	128	1383	1511	8.47%
Highways	260	1081	1341	19.39%
Landscapes	6	5	11	54.55%
Legal and Licensing	41	529	570	7.19%
Planning	70	563	633	11.06%
Neighbourhood	1107	2596	3703	29.89%
Social Services	383	4146	4529	8.46%
Unknown	2955	7445	10400	28.41%
Youth Service	1	1	2	50.00%
Grand Total	**12986**	**50737**	**63723**	**20.38%**

3.0 EMERGING ISSUES

Revenues:
Non Domestic Revaluation
The VOA has been preparing for the 2010 revaluation of all Non-Domestic properties. The draft list was published at the end of September 2009 and the new rateable values will come into effect 1st April 2010. At this stage the Department for Communities and Local Government envisage that many businesses will pay less in rates next year because of the way rates are calculated, this is due to a reduction in the multiplier and transitional arrangements. Work is now underway to carry out the necessary changes in time for April 2010

Benefits:
Increasing caseload
The Benefits' caseload continues to rise and now stands at 16,000. This is an increase of over 1,900 cases since April 2008 (900 of which have been received since April 2009). This total does not include applications that are unsuccessful or withdrawn which equates to a further 1700 cases since April 2009 that the Section has also had to deal with. So far this year the Section has managed to maintain its excellent turnaround times.

However with the introduction of the Child Benefit Disregard scheme and the changes due to come into effect November 2009, there is likely to be a further surge in the number of benefit applications received by the Section in the coming months which may in turn lead to a drop in performance levels.

KLOE (Key Lines of Enquiry).
As reported last quarter there are a number of issues with the new indicators:

1. DWP are unable to accurately report performance against these indicators
2. Benchmarking against other LAs cannot be effectively undertaken
3. Internal estimates cannot be confirmed as reflecting actual performance
4. The calculation of NI180 remains flawed in that perceived performance is calculated on the make of caseload rather than actual success of intervention activity

    DWP continue to work on the above issues but as things stand, they remain unresolved.

Child Benefit Disregard
From November 2009, Child Benefit will be disregarded for the purposes of the HB CTB calculation. Work is currently underway to make the necessary changes to the Benefits system, reassess all current HB CTB claims as well as trying to reach those potential customers who, given the changes, may now qualify for HB CTB.

In and Out of Work Project
In and Out of Work Project involves Jobcentre plus acting as a single point of contact when people initially claim DWP benefits. In addition they will also collect relevant information to allow a claim to be made for Housing Benefit and Council Tax Benefit. Jobcentre plus will pass this information electronically to the council.

Halton successfully went live with this new process on 28th September. Other LAs have reported problems around some of the new procedures and the knock on effect on turnaround times but as yet it is too early for us to measure the impact here at Halton. Daily monitoring and regular evaluation is currently being undertaken

Procurement & Finance Support
New topics have been identified for action this year
- The Flexible Framework for Sustainable Procurement -this requires a more co-ordinated approach and training for key procurement and contracting staff.
- The Agency Staff Framework Agreement is currently out to tender. Halton have again joined forces with other Merseyside Authorities in order to secure the best possible deal from our supply community.
- A review of the amount spent corporately on external printing and associated work has identified this as an area for improvement. The Procurement Unit is working collaboratively with Public Relations and the Print Unit to identify a better way forward.
- Halton is leading on a framework tender for specialist print paper that will be open to all Merseyside Authorities to join.
- Spend on hygiene services is to be brought together under a Framework Agreement let by Liverpool City Council
- The Procurement Unit are working with Internal Audit to determine best practice in the procurement of consultancy services.
- Investigating integrating electronic invoices into the Agresso system from a large corporate supplier. There are initial costs with developing this functionality and an outline business case is being developed.

Customer Services
Recyclebank
Halton Direct Link have been working with Waste management on the new Recyclebank Service. Halton is the first authority in the Country to launch this initiative which allows residents of Halton to collect points for materials they recycle and exchange these points for money off goods and services at over 100 local and national shops, restaurants, and leisure and entertainment facilities.

The scheme was launched in September for a pilot area of Halton and during September Halton Direct Link Contact Centre and One Stop Shops dealt with 61 enquiries for this new scheme.

4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES

Total	9		9		0		0
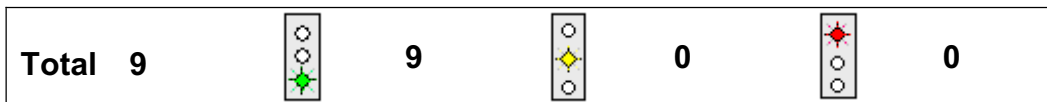
All of the 5 Service Objectives are 'key' and there are a total of 9 'key' milestones under these five objectives. All of the milestones are on track or above target.

5.0 SERVICE REVIEW

There are no service review issues to report at present.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	6		3		0		3
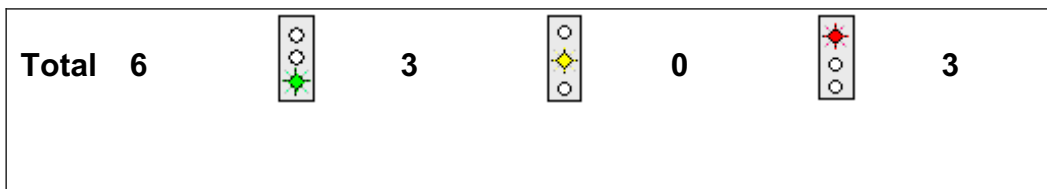
The information for 2, NI 180 and NI 181 is not available. Of the remaining indicators 3 are on or above target and remedial action is being considered for the 3 red traffic lights. The details of all the indicators can be found in Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	1		0		0		1

Performance is only slightly below target and no remedial action is required at present.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

Appendix 1 - Progress against Key Objectives/ Milestones
Appendix 2 - Progress against Key Performance Indicators
Appendix 3 - Progress against Other Performance Indicators
Appendix 4 - Explanation of traffic light symbols
Appendix 5 - Financial Statement
Appendix 6 - Sundry Debtors

Progress against service objectives/milestones

Service Plan Ref.	Objective	Key Milestone(s)	Progress Quarter 2	Commentary
ECS 01	Ensure business continuity and effective service delivery through updating Benefits IT system	Install and test software version 5.14 (Date) Install 10g and new server hardware (Date) Evaluate system for functionality and speed and report findings to Operational Director **October 2009**		Project completed successfully
ECS O2	Ensure compliance with new national framework by recording and reporting nationally prescribed performance indicators in line with required timeframe and continue to develop and improve service delivery mechanisms in line with the modernisation agenda	Provide DWP with data Undertake regular performance monitoring **(monthly)**		Data continues to be sent but problems at the DWP have meant that national comparison data has not yet been made available.
		Carry out self assessment using Audit Commission Key Lines of Enquiry **December 2009**		Due for completion in December 2009 Report to be sent to Management Team
		HDL & Revenues and Benefits gain accreditation for Customer Service Excellence **March 2010**		On going - Corporate CSE group established
ECS 03	Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to procurement of goods and services	Continually monitor and an analyse spend and identify areas of potential savings **(ongoing)**		This is an ongoing task. See main body of report for savings achieved

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

Progress against service objectives/milestones

Service Plan Ref.	Objective	Key Milestone(s)	Progress Quarter 2	Commentary
		Develop and introduce a corporate Tendering and Contract Management Tool **September 09**		A system has been acquired and is due to go live in August
ECS 04	Continue to investigate and develop sustainable and appropriate e-solutions to further enhance the delivery of services to local residents	Undertake a review of service options and report findings **March 2010**		Ongoing
		Continue to investigate opportunities for service remapping **March 2010**		Ongoing
		Roll out invoice scanning **October 2009**		Invoice scanning has now gone live across the Council
ECS 05	Maintain the continuity of service delivery by ensuring that the Council's telephony services are fit for purpose and meet the needs of the Council and its stakeholders	Establish working group and investigate and report upon future options		Ongoing

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

Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
ECSLI 01	The percentage of undisputed invoices which were paid in 30 days	97.63	98.00	97.39	🔴	**Directorate Performance** C&P 97% C&YP 94% H&C 97% Env 98%
ECSLI 02 (BVPI 9)	Proportion of Council Tax collected	96.77	96.00	57.50%	🟢	Slightly up on the corresponding quarter last year
ECSLI 03 (BVPI 10)	The percentage of Business Rates which should have been received during the year that were received	99.95	97.75	60.43%	🟢	Slightly up on the corresponding quarter last year

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

Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
NI 14	Average number of customer contacts per received customer request.	Refer to comment	18%	20.38%		The requirement to report this indicator only commenced on the 1st October 2008. Initial measurements showed avoidable contact across 98,641 contacts as 12,235 (12.4%) . Measuring has since become more refined and Qtr 2 figures are shown in the main body of the report as 20.38%
NI 180	Changes in HB/CTB entitlements during the year.	750.9	TBA	N/A	N/A	*Targets cannot be set at this time as DWP experiencing difficulty with software suppliers so there is no national data for 2009/2010 available.* *The DWP supply this figure based on the scans HBC send them. This is still not available from them*
NI 181	Time taken to process HB / CTB claims and change events (days)	8.86	TBA	N/A	N/A	*Targets cannot be set at this time as DWP experiencing difficulty with software suppliers so there is no national data for 2009/2010 available.* *The DWP supply this figure based on the scans HBC send them. This is still not available from them*

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

Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Service Delivery						
ECSLI 05 (BVPI 78a)	Average time for processing new claims (Housing & Council Tax Benefit)	16.16	20 Days	16.04		Performance is on target despite an 11.89% increase in caseload
ECSLI 06 (BVPI 78b)	Average time for processing notifications of changes in circumstances	5.63	5.5 Days	6.12		Performance is slightly below target. There are a number of vacant posts in the Section which, in addition to the increase in caseload, is impacting on processing times

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

Progress against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
Quality						
ECSLI 04	% Of fairer charging assessments completed within 10 days of referral	100	98	79%		Continues to fall further from target. This is due to a shift in priority which has meant Welfare Rights staff have been asked to carry out other functions. Welfare Rights Manager has raised the issue with Social Services

Explanation of Traffic Light Symbols

The traffic light symbols are used in the following manner:

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

APPENDIX FOUR– EXPLANATION OF TRAFFIC LIGHT SYMBOLS
Exchequer and Customer Services)

EXCHEQUER AND CUSTOMER SERVICES

EXCHEQUER AND CUSTOMER SERVICES

Revenue Budget as at 30th September 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	6,550	3,529	3,188	341	3,189
Premises	1,461	1,112	1,112	0	1,139
Supplies & Services	902	392	348	44	516
Telephone System Costs	215	107	80	27	80
Insurances	529	397	442	(45)	442
Transport	382	337	323	14	323
Charitable Relief	103	0	0	0	0
Concessionary Travel	1,967	820	854	(34)	855
Asset Charges	200	0	0	0	0
Council Tax Benefits	10,974	10,683	10,683	0	10,683
Support Services	6,562	1,656	1,656	0	1,656
Rent Allowances	45,742	21,629	21,629	0	21,629
Non HRA Rebates	77	38	31	7	31
	75,664	**40,700**	**40,346**	**354**	**40,543**
Total Expenditure					
Income					
Sales	-13	-6	-4	(2)	-4
Halton Housing Trust	-19	0	-10	10	-10
Fees & Charges	-56	-4	-20	16	-20
Support Service Recharges	-8,690	-2,659	-2,649	(10)	-2,649
SLA to Schools	-48	-24	-26	2	-26
Insurance Recharges	-2,183	-1,115	-1,115	0	-1,115
NNDR Administration Grant	-168	0	-14	14	-14
Hsg Ben Administration Grant	-1,486	-1,053	-1,053	0	-1,053
Concessionary Travel Grant	-300	-239	-239	0	-239
Rent Allowances	-45,620	-21,637	-21,637	0	-21,637
Council Tax Benefits Grant	-11,088	-4,917	-4,917	0	-4,917
Other Grants	-53	-26	-35	9	-35

APPENDIX FIVE – FINANCIAL STATEMENT
(Exchequer and Customer Services)

Liability Orders	-484	-162	-142	(20)	-142
Non HRA Rent Rebates	-77	-38	-72	34	-72
Total Income	**-70,285**	**-31,880**	**-31,933**	**53**	**-31,933**
Net Expenditure	**5,379**	**8,820**	**8,413**	**407**	**8,610**

Comments on the above figures:

In overall terms spending is currently below the budget to the end of the first quarter. With regards to expenditure, employee costs are lower than budget due to vacancies within the Housing Benefits section and the Contact Centre.

Local Strategic Partnership expenditure to 30th September 2009

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	**£000**	**£000**	**£000**
Local Strategic Partnership				
Benefits Bus	150	75	50	25
Community Grid	79	39	51	(12)
Net Expenditure	**229**	**114**	**101**	**13**

Regular monitoring reports are sent to the Local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Neighbourhood Renewal Fund grant is spent during the year.

APPENDIX FIVE – FINANCIAL STATEMENT
(Exchequer and Customer Services)

Sundry Debtors

Analysis of Outstanding Debts

01.10.09

	Arrears b/f	Raised in Year			Total Debits	Receipts / Refunds in Year		Total Receipts	Manual Adjustments	Other Adjustments	Balance Outstanding
		Debits	Credit Notes	Write-Offs		Payments	Refunds				
Education	600,513	1,356,449	-143,701	0	1,813,261	-1,315,367	300	**-1,315,067**	-3,485	4,986	**499,696**
Children & Young People	**600,513**	**1,356,449**	**-143,701**	**0**	**1,813,261**	**-1,315,367**	**300**	**-1,315,067**	**-3,485**	**4,986**	**499,696**
Benefits	938,278	197,198	-28,637	0	1,106,839	-89,027	3,733	**-85,294**	-4,758	5,554	**1,022,341**
Executives	21,263	8,761	0	0	30,024	-18,975	4,504	**-14,471**	-4,504	256	**11,305**
Legal	42,955	3,880	-1,978	-57	44,800	-485	0	**-485**	-2,115	-7,127	**35,072**
Resources	938,565	1,774,662	-99,945	-20,000	2,593,282	-1,724,078	11,880	**-1,712,198**	-33,310	27,032	**874,807**
Corporate & Policy	**1,941,061**	**1,984,501**	**-130,559**	**-20,057**	**3,774,945**	**-1,832,566**	**20,118**	**-1,812,448**	**-44,687**	**25,715**	**1,943,525**
Environment	524,919	1,178,270	-159,146	-1	1,544,042	-1,050,629	2,445	**-1,048,184**	-2,007	7,165	**501,016**
Neighbourhood Services	373,944	2,047,309	-204,368	0	2,216,885	-1,775,888	10,289	**-1,765,600**	64,102	-9,565	**505,822**
Regeneration	3,460	1,000	0	0	4,460	-4,380	0	**-4,380**	0	0	**80**
Environment	**902,323**	**3,226,579**	**-363,514**	**-1**	**3,765,387**	**-2,830,898**	**12,734**	**-2,818,164**	**62,096**	**-2,401**	**1,006,918**
Culture & Leisure	385,697	592,744	-32,459	0	945,982	-870,361	56	**-870,305**	-135	157	**75,699**
Social Care & Housing	1,111,604	4,272,745	-126,887	-7,591	5,249,871	-3,732,560	5,241	**-3,727,319**	-4,958	-6,666	**1,510,928**
Social Services	928,722	1,859,555	-256,383	-67,206	2,464,688	-1,621,904	10,439	**-1,611,465**	-19,874	133	**833,482**
Health & Community	**2,426,022**	**6,725,044**	**-415,729**	**-74,797**	**8,660,541**	**-6,224,825**	**15,735**	**-6,209,090**	**-24,966**	**-6,376**	**2,420,109**
Suspense	13,322	0	0	0	13,322	-30,952	0	**-30,952**	5,391	-21,925	**-34,163**
Grand Total	**5,883,242**	**13,292,572**	**-1,053,503**	**-94,855**	**18,027,456**	**-12,234,607**	**48,886**	**-12,185,721**	**-5,652**	**0**	**5,836,084**

**APPENDIX SIX – SUNDRY DEBTORS
(Exchequer and Customer Services)**

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Legal, Organisational Development and Human Resources Services**

PERIOD: **Quarter 2 to period end 30th September 2009**

1.0   INTRODUCTION

This monitoring report covers the Legal, Organisational Development, and Human Resources Services second quarter period up to period end 30th September 2009. It describes key developments and progress against all 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

A critical role has been played by staff in the development and adoption of the staff protocol, which is a key part of the efficiency review.
Licensing staff were deeply involved in the implementation of the necessary controls to enable the Creamfields Festival to take place, which has been widely acknowledged as being been a very successful event.
Arrangements and training have been put in place to ensure that the Council is equipped to deal effectively with complaints of alleged breaches of the Code of Conduct.

3.0   EMERGING ISSUES

As the efficiency review moves to a critical stage, HR and Legal staff will be deeply involved in the development of new structures and the implementation of the staffing protocol.
With Councils needing to ensure compliance with the European Services Directive by the end of the year, legal staff will continue to be involved in co-ordinating the Authority's response and advising Directorates on how to ensure that systems are compatible.
Officers in the Department will also lead on pulling together the Council's response to proposals to re-align Court provision in the area.

With a decision on the Mersey Gateway plans expected shortly, the legal team will continue to play a major part in securing the necessary land acquisitions and advising key officers and Members.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	5		4		1		0

All key objectives are progressing as planned, other than pay and grading appeals, in respect of which great progress continues to be made. Further details of all key objectives are detailed in Appendix 1.

5.0 SERVICE REVIEW

There are no issues regarding services review to be reported for the period.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	5		5		0		0

All key performance indicators are presently on target, but it should be remembered that the figures are such that a very small alteration in staff numbers could lead to a significant change in percentage. The details of all key indicators can be found in Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	9		6		3		0

A number of new indicators are preparing their baseline this year. Of the 9 indicators that can be reported 6 are on or above target and details of all 'other' indicators are provided in Appendix 3.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

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

Progress against key objective/milestones

Service Plan Ref.	Objective	Key Milestone	Progress quarter 2	Commentary
LOD O1	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.	Secure renewal of Lexcel & ISO Accreditation **January 2010**		On course for renewal by target date
LOD O2	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.	Review Constitution **May 2009**		Constitution has been reviewed as planned.
LOD O3	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.	To ensure that all members have been given the opportunity of a having a MAP meeting		Programme of MAP interviews is being delivered as planned.
		To induct all new members – **by October 2009**		All new members to the authority have successfully been inducted.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
(Legal, Organisational Development and Human Resources Services)

Progress against key objective/milestones

Service Plan Ref.	Objective	Key Milestone	Progress quarter 2	Commentary
LOD O4	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.	Complete and implement staffing protocol **Sept 2009** Implement Management Competency Framework and commence training programme **Sept 2009** Implement a Leadership through Change Programme and complete training **February 2010**		Work is presently progressing for each of the milestones relating to this objective. The staff protocol has been adopted and is a vital tool for the efficiency review. Work on the Competency Framework was started in July and organised for September. The programme is fully booked and will run from December to March 2010. The Leadership Through Change programme is well underway.
LOD O5	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 **December 2009**		Considerable progress is being made on hearing appeals. Updates will continue to be provided throughout the year.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
(Legal, Organisational Development and Human Resources Services)

Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Equality, Diversity & Cohesion						
LODLI 2 (BVPI 11/ LOD 4)	The percentage of top 5% of earners that are: - Women	45.58	45.00	39.36		On target
	From black and ethnic minority communities	0.83	2.5	1.37		On target
	With a disability	2.87	3. 30	3.66		On target – indeed current figure slight ahead.
LODLI 3 (BVPI 16a/ LOD 8	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.21	1.5	1.17		On target
LODLI 4 (BVPI 17a/ LOD 10	Minority Ethnic community staff as % of total workforce.	0.78	1.00	0.72		On target

APPENDIX TWO – PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS
(Legal, Organisational Development and Human Resources Services)

Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
LODLI 6 (BVPI 12/ LOD 5)	The number of working days / shifts lost due to sickness (Corporate)	13.52	11.25	2.91		Performance at quarter 2 falls within expected level
LODLI 8 (LOD 2)	No. Of Members with Personal Development Plans (56 Total)	52	52 (92%)	52		We are presently ahead of our target for the year.

APPENDIX TWO – PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS
(Legal, Organisational Development and Human Resources Services)

Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Equality, Diversity & Cohesion						
NI 1	% of people who believe people from different backgrounds get on well together in their local area	74.5	No survey this year	N/A	N/A	
NI 3	Civic participation in the local area - % of people who have been involved in decisions that affect the local area in the last 12 months	10.5	No survey this year	N/A	N/A	
LODLI 1 (BVPI 2b)	Equality Standard for Local Government	Level 3	Level 3	N/A	N/A	There is now a new Equality Framework for Local Government which was introduced from April 2009. The new framework has 3 levels of performance; 'developing', 'achieving', and 'excellent'. Having obtained Level 3 of the previous Standard, which had 5 levels, the authority is currently classed as an 'achieving' authority. Work is now being co-ordinated through the Corporate Equality, Diversity and Cohesion Group to develop an action plan that will allow us to move forward to excellence status, the target for this is now **2011/12.**
LODLI 5 No prior LOD Number	Racial Incidents per 100,000 population	-	New for 2009	N/A	N/A	A baseline will be created at the year end.

APPENDIX THREE – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS
(Legal, Organisational Development and Human Resources Services)

Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
LODLI 7 (LOD 1)	Proportion of departmental working days lost to sickness absence (%)	3.3	4.5	4.84		Current figure slightly above annual target, but considerable work in being carried out to attempt to secure reductions.
LODLI 9 (LOD 3)	% of Members attending at least one organised Training Event	100	100	30		On target and work will be done to attempt to ensure that 100% is achieved by year end.

Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
LODLI 10 (BVPI 14/ LOD 6)	Early retirements (excluding ill-health) as a percentage of the total workforce.	0.05	0.14	0.00		No eligible employees in the first quarter.
LODLI 11 (BVPI 15/ LOD 7	% Of employees retiring on grounds of ill-health as a percentage of total workforce	0.18	0.12	0.00		No eligible employees in the first quarter.
LODLI 12 (BVPI 16b)	% of economically active disabled people in LA area	12%	-	N/A	N/A	The baseline information for 2008/09 is taken from the Annual Population Survey. The overall sum of economically active people in Halton is 60,000 against which the % of those who are disabled or from a BME group is given. These figures are reported to us from an outside agency. No specific target has been set for 2009/10 but the Council has a policy of equality and diversity to ensure that amongst others disabled people and those from BME groups are not generally disadvantaged and specifically support their economic activity through positive anti-discrimination employment rules.
LODLI 13 (BVPI 17b)	Economically active BME population in LA area	1.5%	-	N/A	N/A	

APPENDIX THREE – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS
(Legal, Organisational Development and Human Resources Services)

Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Fair Access						
LODLI 14 (LOD 12)	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	492	600	106		Figures are being kept under review, although as always that are governed by a great extent to subject matter under discussion. They are presently showing considerably below target.
LODLI 15 (LOD 13)	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	91	150	9		
LODLI 16	% of those eligible casting a vote	-	New for 2009	N/A	N/A	A baseline will be created at the year end.
LODLI 17	% of completed form A's returned	-	New for 2009	N/A	N/A	A baseline will be created at the year end.

Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Service Delivery						
LODLI 18 (LOD 14)	Average Time taken to issue prosecutions from receipt of instructions (working days) ^{NB}	9.3	10	13		Slightly below target at second quarter, but efforts will be made to ensure target met at year end.
LODLI 19 (LOD15)	Average time taken to complete conveyancing transactions	351	350	383.55		Below target but efforts to improve continue. The figure has been distorted by the recent completion of very complex, longstanding matters.
LODLI 20 (LOD 16)	Average time taken to complete Child Care Cases (calendar days)	238	275	224		Child care cases are complex and lengthy and resultant timescales are not always within the control of the legal staff involved.

Explanation of Traffic Light Symbols

The traffic light symbols are used in the following manner:

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

**APPENDIX FOUR– EXPLANATION OF TRAFFIC LIGHT SYMBOLS
(Legal, Organisational Development and Human Resources Services)**

LEGAL, ORGANISATION DEVELOPMENT AND HUMAN RESOURCES

<u>Revenue Budget as at 30th September 2009</u>

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
<u>Expenditure</u>					
Employees	3,377	1,747	1,732	15	1,732
Members Expenses	766	385	390	(5)	390
Premises	799	370	370	0	370
Supplies & Services	567	275	243	32	290
Training Costs	188	22	22	0	22
Civic Catering & Functions	86	43	18	25	18
Legal Expenses	92	73	73	0	73
Transport	61	29	30	(1)	30
Asset Charges	6	0	0	0	0
Support Services	2,247	1,060	1,060	0	1,060
Total Expenditure	**8,189**	**4,004**	**3,938**	**66**	**3,985**
<u>Income</u>					
Land Charges	-300	-150	-55	(95)	-55
Printing Recharges	-303	-151	-151	0	-151
SLA to Schools	-228	-103	-103	0	-103
Licence Income	-303	-113	-113	0	-113
Other Income	-60	-25	-25	0	-25
Support Service Recharges	-3,821	-1,910	-1,910	0	-1,910
Total Income	**-5,015**	**-2,452**	**-2,357**	**(95)**	**-2,357**
Net Expenditure	**3,174**	**1,525**	**1,581**	**(29)**	**1,628**

<u>**Comments on the above figures:**</u>
In overall terms spending to the end of quarter 2 is over budget. Within this overall position, income from Land Charges will show a significant shortfall against budget by year end. Due to increased competition from Personal Search agents, there was a shortfall last year of over £237k. It is likely that the shortfall this year will be in the region of £170k. This will be partly offset by additional income from licensing and other income.

APPENDIX FIVE – FINANCIAL STATEMENT
(Legal, Organisational Development and Human Resource Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Financial Services**

PERIOD: **Quarter 2 to period end 30th September 2009**

1.0 INTRODUCTION

This monitoring report covers the Financial Services second quarter period up to period end 30th September 2009. It describes key developments and progress against all 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 Audit Commission has completed the audit of the Council's 2008/09 year-end accounts. They have provided an unqualified audit opinion and reported the findings from their audit to the Business Efficiency Board on 30 September 2009. The Statement of Accounts has now been published and is available, along with a brief summary version, on the Council's website.

The Audit Commission also reported the outcome of the 2009 CAA Use of Resources assessment to the Business Efficiency Board on 30th September 2009. The theme scores out of 4 were as follows;

Managing Finances – Score 3
(How effectively does the organisation manage its finances?)

Governing the Business – Score 3
(How well does the organisation govern itself and commission services?)

Managing Resources – Score 2
(How well does the organisation manage its natural resources, physical assets and people?)

These scores will be used by the Audit Commission to provide is an overall Use of Resources score which will also be incorporated into the Comprehensive Area Assessment. The formal announcement is expected in December.

The UK economy continues to be in recession and the Monetary Policy Committee maintained the Bank of England Base Rate at 0.5%

throughout the quarter.

During the quarter the Monetary Policy Committee increased the programme of asset purchases from private sector institutions (quantitative easing) by £50bn, bringing it to £175bn in total. This is intended to boost the supply of money and credit, but has yet to provide the stimulus for the UK economy. The Council will continue to act prudently so as to minimise financial risk during this uncertain period.

Inflation, as defined by the Consumer Prices Index (CPI), continued to reduce with the slowdown in the UK economy and particularly reductions in energy and food prices, falling from 1.8% in June 2009 to 1.1% in September 2009. It is therefore below the Bank of England's 2.0% target rate and is predicted to fall below 1.0% during 2009. The reduction in the Retail Price Index (RPI), which includes mortgage costs, has slowed marginally during the quarter from -1.6% in June 2009 to -1.4% in September 2009.

3.0 EMERGING ISSUES

The Council's Management Structures have now been finalised as part of the Efficiency Review, including the new Finance Department. Work is underway to develop staffing structures for the Department following the Efficiency Review's principles.

Work is on-going to prepare the Council's 2010/11 Budget on the basis of the new organisational structure. Support is being provided to Directorates in the development of growth and savings options, in line with the Medium Term Financial Strategy. The Strategy will be considered at its meeting on 19th November.

An assessment has been undertaken of the implications for the Council of major changes in accounting and financial disclosure requirements from 2009/10, with the adoption of International Financial Reporting Standards (IFRS). A project plan is currently being prepared on the basis of this assessment, which will be taken forward by the IFRS Working Group comprising representatives from across the Council. Compliance with IFRS will be a key requirement for the Use of Resources assessment from 2010 onwards and has implications for all Directorates, therefore the support of all Directorates will be essential for the successful adoption of IFRS.

Support continues to be provided on the financial aspects of the Mersey Gateway development, the partnership with Merseyside Waste Disposal Authority for the procurement of waste treatment and disposal facilities, equal pay claims, and Building Schools for the Future.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	4		4		0		0

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

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	2		2		0		0

All other objectives / milestones for the Department are on track to be achieved and details are provided within Appendix 2.

5.0 SERVICE REVIEW

Following the Audit Commission report from their 2009 Use of Resources assessment, an action plan will be prepared which will be used as the basis for ensuring continued improvement across the Department.

The Internal Audit and Accountancy Divisions participate in benchmarking arrangements undertaken by the Chartered Institute of Public Finance (CIPFA) and other regional groups.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3		3		0		0

All of the key performance indicators for the Department are on track to be achieved and details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	6		6		0		0

All of the other performance indicators for the Department are on track to be achieved and details are provided within Appendix 4.

7.0   RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0   PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

Appendix 1- Progress against Key Objectives/ Milestones
Appendix 2- Progress against Other Objectives/ Milestones
Appendix 3- Progress against Key Performance Indicators
Appendix 4- Progress against Other Performance Indicators
Appendix 5- Explanation of traffic light symbols
Appendix 6- Financial Statement

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
FS O1	Set the Revenue Budget, Capital Programme and recommend Council Tax	Report Medium Term Financial Strategy (MTFS) to Executive Board **November 2009.** Report to Council in **March 2010**		On track to report Strategy to Executive Board in November 2009.
FS O2	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports	Provide **monthly** financial reports to budget holders within 8 days of month end.		Reports issued on schedule to date.
		Provide **quarterly** financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.		Quarter 2 reports provided on schedule to Operational Directors.
		Provide **quarterly** monitoring reports on the overall budget to Executive Board Sub Committee.		Q1 was reported to Executive Board Sub Committee on 10th September 2009, showing an overall underspend against the revenue budget.
FS 03	Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards.	Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by **30th June 2009.**		The 2008/09 Abstract of Accounts was approved by the Business Efficiency Board on 30th September 2009.
		Publish the Abstract of Accounts by **30th September 2009.**		The 2008/09 Abstract of Accounts was published on 30th September 2009 along with a brief Summary of the accounts. Both documents have been made available via the Council's website, HDL, Libraries and information points.

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES
(Financial Services)

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
FS O6	Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.	Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2009/10 **June 2009.**		The Internal Audit Plan for 2009/10 was approved by the Business Efficiency Board at its meeting on 25 February 2009.
		Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in **quarterly** progress reports to Business Efficiency Board.		At the end of quarter 2 of 2009/10, 50.1 per cent of the planned audit days for the year had been delivered. The second quarterly progress report will be presented to the Business Efficiency Board at its November meeting.
		Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2008/9) to the Business Efficiency Board **June 2009.**		An overall opinion on the Council's system of internal control was provided in the Internal Audit Annual Report (2008/9), which was presented to the Business Efficiency Board on 3 June 2009.

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES
(Financial Services)

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
FS O4	*Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy*	*Establish treasury Management Policy and report to the Executive Board Sub-Committee by* **April 2009.** *Provide monitoring reports to the Executive Board Sub-Committee* **on a quarterly basis.**		*The 2009/10 Treasury Management Policy was approved by Executive Board on 12th February 2009.* *A review of the 2008/09 year and the 2009/10 Quarter 1 were reported to Executive Board Sub Committee on 10th September 2009.*
FS O5	*Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.*	*Report prudential indicators to Council in* **March 2009.** *Provide monitoring reports to the Executive Board Sub-Committee* **on a quarterly basis**		*Prudential Indicators for 2009/10 were approved by Full Council on 4th March 2009.* *Quarter 1 capital spending was reported to Executive Board Sub Committee on 10th September 2009, showing 57% of planned spending at that stage.*

APPENDIX TWO – PROGRESS AGAINST OBJECTIVES/ MILESTONES
(Financial Services)

Progress against key performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
FSLI 1	Receive an unqualified audit opinion on the accounts.	Yes	Yes	Yes		The Audit Commission provided an unqualified opinion on the 2008/09 accounts and reported the findings from their audit to the Business Efficiency Board on 30th September 2009.
Cost & Efficiency						
NI 179	Value of (organisational) cashable efficiency gains.	£2.65m	£3.39M	N/A		The Council's forecast of cumulative efficiency gains for 2009/10 was submitted by the deadline of 23 October 2009. Details of the actual savings achieved are to be submitted by 23 July 2010.
Quality						
FSLI 6	Undertake the external assessment for 75% of the Council's schools undergoing the Financial Management Standard in Schools (FMSiS) accreditation process.	100%	100%	100%		All schools undergoing the FMSiS accreditation process in 2009/10 have requested Internal Audit to undertake the external assessment.

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

Progress against other performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
FSLI 2	*Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.*	Yes	Yes	Yes		In the 2008/9 Annual Governance Report, the Audit Commission commented: *'The Council continues to maintain a sound system of internal control'.*
FSLI 3	*Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.*	Yes	Yes	Yes		In the 2008/9 Annual Governance Report, the Audit Commission commented that the Council's system of internal control is supported by: *'…. a strong IA function that meets the required CIPFA standards. The work of IA is well supported and the Chief Executive receives copies of all IA reports. We have evidence of the Chief Executive highlighting issues raised in IA reports at the Management Team meetings and asking the relevant director for an update on the issue'.*
FSLI 4	*Maintain the Use of Resources scores achieved in CPA last year.*	3 out of 4	3 out of 4	TBC	TBC	The Use of Resources score for 2008/9 is yet to be published.

APPENDIX FOUR – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS
(Financial Services)

Progress against other performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Cost & Efficiency						
FSLI 5	*Achieve investment returns for the year higher than benchmark*	5.98%	0.45%	5.00%		Despite continued low rates of interest, the council's investment interest is currently significantly above the benchmark, having secured advantageous fixed rates on a number of investments during 2008. However, these deals will come to an end during the second half of the year, at which point actual rates achieved will come more into line with the benchmark.
Quality						
FSLI 7	*Maintain the proportion of all eligible schools buying back financial services.*	83%	83%	83%		All existing SLA schools have chosen to buy-back from Financial Services for 2009/10.
Service Delivery						
FSLI 8	*Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork.*	81%	75%	73.8%		The target of issuing 75% of draft audit reports within 15 working days of completing the audit fieldwork is expected to be achieved by year-end.

APPENDIX FOUR – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS
(Financial Services)

Explanation of Traffic Light Symbols

The traffic light symbols are used in the following manner:

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

APPENDIX FIVE– EXPLANATION OF TRAFFIC LIGHT SYMBOLS
(Financial Services)

FINANCIAL SERVICES

Revenue Budget as at 30th September 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	1,527	763	741	22	748
Premises	104	52	52	0	52
Supplies & Services	98	24	19	5	20
Transport	44	22	24	(2)	24
Support Services	263	132	132	0	132
Total Expenditure	**2,036**	**993**	**968**	**25**	**976**
Income					
S.L.A. to Schools	-158	-96	-96	0	-96
Support Service Recharges	-1,935	-967	-967	0	-967
Total Income	**-2,093**	**-1,063**	**-1,063**	**0**	**-1,063**
Net Expenditure	**-57**	**-70**	**-95**	**25**	**-87**

Comments on the above figures:

In overall terms, spending is below the budget profile at the end of the first quarter. This is mainly due to staff vacancies within the Internal Audit Division. The Department's overall spending is expected to be within budget by the year-end.

APPENDIX SIX– FINANCIAL STATEMENT
(Financial Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

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

PERIOD: **Quarter 2 to period end 30th September 2009**

1.0 INTRODUCTION

This monitoring report covers the I.C.T. Services second quarter period up to period end 30th September 2009. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

The deployment of the new Contact Point process within the CSD platform and its subsequent deployment into the Contact Centre and C&YP was the subject of a Case Study guide by DCSF. Highlighting Halton as a "Shining Light" in terms of Good Practice and how to handle Contact Point calls.

Virtualisation is continuing with a further 40 servers being migrated to this platform.

Code of Connection compliance was achieved within time scales and budget.

3.0 EMERGING ISSUES

Windows 7 has replaced the Vista software platform within the application environment for desktop operating systems revising this key activity.

Active Directory roll-out plans were considered too aggressive due to the impact of the code of connection compliance requirement removing project resource midyear however work is progressing at a pace.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	24 (milestones)	🟢	20	🟡	1	🔴	3

3 items have been marked please "Refer to comments"

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	4		4		0		0

All of the remaining objectives for the service have been achieved in the main with the major exception being the considerable delays to the network development, additional information is provided within Appendix 2.

5.0 SERVICE REVIEW

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

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3		3		0		0

All key performance indicators have maintained targeted levels, detailed information is provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	11		9		2		0

All key performance indicators have maintained targeted levels and detailed information is provided in Appendix 4.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

Appendix 1 - Progress against Key Objectives/ Milestones
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Appendix 3 - Progress against Key Performance Indicators
Appendix 4 - Progress against Other Performance Indicators
Appendix 5 - Explanation of traffic light symbols
Appendix 6 - Financial Statement

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure	Remote Access VPN Phase 2 PC **March 2010**		The Cisco Remote Access VPN is now in operation, and is being monitored for service improvement purposes. Existing clients are in the process of being migrated onto the new system.
		VM Ware Phase 3 **March 2010**		The new VMware farm is built and is currently in production. It will cater for the virtualisation needs of the authority for the next 3 – 5 years.
		Citrix V3 upgrade **March 2010**		Decommission of Citrix XPE3 has already started. 4.5 farm needs moving into the corporate domain and a CLAS CESG consultant is required to investigate both CSG and Web Interface servers.
		Active Directory Phase 2 **July 2009**		Active Directory has been designed and implemented on a number of machines within the Authority. Plans are being put in place to migrate all other machines. The original deadline under review.
		Microsoft Systems Centre **March 2010**		Microsoft Systems Centre is being designed and the process of implementing it has begun.

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

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
		Continued Implementation of Code of Connection **March 2010**		Progress is being maintained. Copies of the next version have been obtained and being examined for implications
		End of Life PC replacement programme **March 2010**		John Briggs House - 22 Laptops for the Child Care team. Glendale - 12 Laptops to be installed by the 9th November.2 FTE staff have now been allocated to this project.
		SAN and NAS replacement Phase 2 **March 2010**		The new corporate SAN is being upgraded in disk capacity from 20 Terabyte to 40 Terabyte. The old SAN is currently being decommissioned. The new NAS has been purchased and is expected to be in and running by the beginning of November.
ICT O2	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure	313 PC & laptop replacements **March 2010**		(As per "End of Life PC replacement", above)
		Virtualisation of a further 40 servers **March 2010**		We are on target to virtualise a further 40 servers, this will remain to be a rolling program.

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

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
		Initiate Desktop virtualisation programme Phase 2 **March 2010**		This is still under investigation as this uses the same technology as Citrix (terminal services) which in the past has caused issue on the network. Maintaining an evaluation stance.
		Data and e-mail archiving Phase 2 **March 2010**		Email Leavers are currently being archived and then deleted so that the old exchange server (mailvs01) can be decommissioned. Currently only ICT Staff have been archived. The next phase is to deploy Archiving to the rest of the authority
		All PC data transferred to NAS **December 2009**		The corporate NAS has just been purchased. It is envisaged that PC data will begin transfer at the beginning of November starting with Citrix users.
ICT O3	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform	Evaluation and pilot testing of Microsoft Vista Desktop and Server operating systems **July 2009**		Due to the release of Windows 7, Vista has been superseded. Windows 7 has been put in a controlled test. A list of working and failed applications will be created.

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

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
		Sharepoint evaluation and limited trial **March 2010**		Sharepoint is being used within ICT Services for a limited number of projects in order to understand potential functionality.
		CSD back office roll out programme **March 2010**		ContactPoint has been given CSD back office functionality (This was highlighted by a DCSF Case Study as an example of Best Practice). It is intended, over the coming months, to roll this out to further back offices.
		ICT Security Strategy review **March 2010**		Ongoing but may be merged into the Corporate Information Governance Group
		Code of connection compliance review **March 2010**		Progress is being maintained. Copies of the next version have been obtained and being examined for implications
		Evaluate, analyse, deploy corporate and directorate process review **March 2010**		This process due to start in Q3
		Evaluation of Office 2007 compatibility **March 2010**		Office 2007 is live within ICT Services and a limited number of teams throughout the authority in order to continue testing its functionality and impact.

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

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT O4	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.	Directorate specific document imaging trials for ESCR/Share Point/Contact Point Phase 1 – **March 2010**		Ongoing
		Continuing improvements and enhancements to CSD system – **ongoing March 2010**		Ongoing
		Wider workflow implementation projects as identified by BPR process **March 2010**		Ongoing
		Web channel implementation of CSD – **September 2009**		The first element of this, online grant applications, is due to go live mid-November.

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

Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
ICT O5	*Improve service efficiency and improvement through the use of Business Process Re-engineering*	*Deliver business transformational projects identified by the corporate BPR programme* **March 2010**		The Efficiency programme has overtaken this. Work has started on Admin Shared Services.
ICT O6	*Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.*	Continue development of service desk solutions into the contact centre **March 2010**		"IWantIT" portal has been created, enabling many service functions to be completely automated removing the Contact Centre.
		Improved Self Help Web Service **March 2010**		(See above)
		Satisfaction survey **March 2010**		Ongoing

APPENDIX TWO – PROGRESS AGAINST OTHER OBJECTIVES/MILESTONES (ICT Service)

Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
ITCLI 1	Average availability of the Council's operational servers (%).	99.12	99			Maintaining the excellent performance levels.
ITCLI 2	Average availability of the Councils WAN infrastructure (%).	99.62	99			
Service Delivery						
ITCLI 6	Member Support: % of calls responded to within 1 working day.	94	95	98%		A continued reduction, some issues with test devices have caused issue – yet resolved at point of contact in the main.

Progress against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Service Delivery						
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	58	65	62%		The introduction of complex passwords meant that more calls than normal had to be referred back into technical teams.
ITCLI 4	% Of all responsive repairs completed within 2 working days.	82	80	90%		Again the new policies in place are proving valuable and improvements will continue to be made.
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.					Again the new policies in place are proving valuable and improvements will continue to be made.
	Priority 1	100	85	98%		
	Priority 2	98	90	100%		
	Priority 3	100	95	100%		
	Priority 4	100	100	100%		
ITCLI 7	% E-mail accounts set-up within 3 working days of receipt.	92	80	90%		"IWantIT" has made this process far easier and more efficient.
ITCLI 8	Average working days from order to completion of a new PC	22	10	13		"IWantIT" is helping to bring this number down to target levels.

Progress against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
ITCLI 9	Average working days from delivery to completion of a new PC	9	5	4		New policies are in place are proving valuable and improvements will continue to be made.
ITCLI 10	Average working days from order to completion of a thin client device	1	7	1		The programmed removal over time of this technology will remove this requirement.
ITCLI 11	Average working days from delivery to completion of a thin client device	1	2	1		The programmed removal over time of this technology will remove this requirement.

Explanation of Traffic Light Symbols

The traffic light symbols are used in the following manner:

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

APPENDIX FIVE – EXPLANATION OF TRAFFIC LIGHT SYMBOLS
(ICT Services)

ICT SERVICES

Revenue Budget as at 30th September 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance To Date** (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	2,496	1,278	1,258	20	1,344
Premises	225	112	109	3	109
Supplies & Services	148	74	93	(19)	165
Computer Repairs & Software	378	292	292	0	292
Communications Costs	115	21	21	0	21
Transport	50	25	23	2	23
Asset Charges	1,112	0	0	0	0
Support Services	3,315	103	103	0	103
	7,839	**1,905**	**1,899**	**6**	**2,057**
Total Expenditure					
Income					
Support Service Recharges	-7,643	-2,196	-2,196	0	-2,196
Internal Billing	-97	-20	-18	(2)	-18
SLA to Schools	-95	-18	-18	0	-182
	-7,835	**-2,234**	**-2,232**	**(2)**	**-2,396**
Total Income					
	4	**-329**	**-333**	**4**	**-339**
Net Expenditure					

Comments on the above figures

In overall terms spending is slightly below the budget to the end of the first quarter. It is expected that the overall total net spending will be in line with the Departmental budget by the year end.

APPENDIX SIX– FINANCIAL STATEMENT
(ICT Services)

ICT SERVICES

Capital Projects as at 30th September 2009

Capital Expenditure	2009/10 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£000	**£000**	**£000**	**£000**
IT Rolling Programme	1,549	500	382	1,167
Net Expenditure	**1,549**	**500**	**382**	**1,167**

Comments on the above figures.

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

APPENDIX SIX– FINANCIAL STATEMENT
(ICT Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Property Services**

PERIOD: **Quarter 2 to period end 30th September 2009**

1.0 INTRODUCTION

This monitoring report covers the Property Services second quarter period up to period end 30th September 2009. It describes key developments and progress against <u>all</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

We currently have one vacant post within the Operational team having lost a project manager. Given the current position with Property Services it has been decided not to appoint on a temporary basis, but to wait until the new structure emerges following the efficiency review.

3.0 EMERGING ISSUES

The current financial climate continues to have an effect on the rental income of our investment portfolio.

The continued advance purchase of land associated with the New Mersey Gateway Crossing will have a significant impact once this gathers pace putting increased pressure on Property Services in respect of both the acquisitions and the management of the property.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	7		7		0		0

All key objectives and milestones are on target with no problems envisaged.

5.0 SERVICE REVIEW

Executive Board have now agreed to the principle of outsourcing the Property Services function. Soft Marketing testing is now to be carried out in order to determine the extent of the outsourcing to be undertaken.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3		0		3		0

Information for NI's 185, 186 & 194, which are associated with CO_2 emissions, is not available until the year end so cannot be reported at this time. Of the remaining three key performance indicators these are associated with occupancy levels of both the markets together with the industrial units. The current financial climate continues to have an impact on these and at present occupancy levels are below target figures. This situation is unlikely to improve until the financial climate changes but we are trying to mitigate the effect by spending more time on the issue and getting more general interest, which may develop into lettings.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	10		6		4		0

Two of these indicators are associated with energy consumption where it is too early at this stage to determine if we are on target to reduce our consumption figures or not. Three of the indicators relate to the percentage of rent collected, again the current financial climate is affecting this and one of these is currently below target levels. The other indicator not obtaining a green light is associated with cost performance on completed projects, all projects have been completed within budget, three being more than 5% under budget as such these are outside the parameters of the indicator.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

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

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PS O1	Ascertain the full cost of holding surplus properties and to identify possible sales	Identify, seek Member approval and commence sales **December 2009**		List with planning to seek views.
PS O2	Develop and Implement Strategic Asset Management	Together with service departments complete a review of suitability and sufficiency surveys and analysis for both corporate and service delivery buildings. Conduct cost and value and value analysis **December 2009**		The majority of surveys are now complete and measures considered as a result of the surveys that have been actioned.
PS 03	Reduce Backlog of maintenance on property portfolio (currently £3.4 m)	£3.3 million **March 2010**		On target to spend available maintenance monies by year end
PS 04	Consider and implement phase 2 of the currently approved accommodation strategy, using 8 square meters per person as a basis	Identify accommodation requirements and select preferred option, commence next stage. **October 2009**		Phase 2 accepted by the Council and will be programmed early next year
PS O5	Using Performance Indicators ascertain and improve VfM for the Corporate and Service delivery buildings.	Identify costs and uses for each property holding or group of holdings		On target

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES (Property Services)

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 2	Commentary
PS O6	Fulfil requirements of Asbestos Audits and Management Regulations	Confirm 100% compliance **March 2010**		On target
PS O7	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)	Complete 90% of Priority 2 works by **March 2010**		On target

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES (Property Services)

Progress against 'Key' Performance Indicators

Ref[1]	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
PYSLI 3	Occupancy of Industrial Units	89	80	75%		Markets continue to be depressed although viewings are making situation look promising
PYSLI 5	Occupancy of Market (Widnes) %	76	85	78		Improvement on last year
PYSLI 7	Occupancy of Market (Runcorn) %	50	60	50		Continues to struggle but Street market ~ 87%
NI 185	CO_2 Reduction from LA operations	26,505 tonnes CO2	N/A	N/A	N/A	Baseline figure for 08/09 now produced submitted to Defra. Year end figures for 09 will not be available until year end therefor is too early to determine whether we are on course for a percentage reduction.
NI 186	Per capita reduction in CO_2 emissions in the local authority area	8.9 tonnes (2007)	7.52% reduction	N/A	N/A	Figures not yet available for 09/10
NI 194	Air quality - % reduction in NO_X and primary pm10 emissions through local authority estate and operations	NOx - 42,990kg PM10 - 1,300kg	N/A	N/A	N/A	Baseline figure for 08/09 now produced and submitted to Defra. Year end figures for 09/10 will not be available until year end therefore it is too early to determine whether we are on course for a percentage reduction.

APPENDIX TWO– PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS (Property Services)

Progress against 'Other' Performance Indicators

Ref[2]	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Corporate Health						
PYSLI 1	% Of undisputed invoices paid within 30 days	100	100	100		On target
Cost & Efficiency						
PYSLI 2	% Cost Performance on projects over £50k (Contract Let to Practical Completion within 5% of the allotted cost – excluding Client changes)	90	90	70		10 projects completed 7 are within 5% of the cost the remaining 3 all came in und budget by more than 5%.
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) (Industrial units)	87	95	85%		
PYSLI 6	% Of rent collected as % of rent due Widnes market	94	95	95		Firms are struggling to keep their head above water but a number of arrears have been collected recently.
PYSLI 8	% Of rent collected as % of rent due Runcorn market	88	95	95		

APPENDIX THREE– PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS (Property Services)

Progress against 'Other' Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Energy Usage						
PYSLI 9	Electrical consumption in KWh/m2 within corporate buildings	106kWh/m2	% reduction	N/A	N/A	Baseline figure for 08/09 now produced, figures for 09/10 only available at year end. Year end figures for 09/10 will not be available until year end therefore it is too early to determine whether we are on course for a percentage reduction.
PYSLI 10	Gas consumption in Kwh/m2 within corporate buildings	174kWh/m2	% reduction	N/A	N/A	Baseline figure for 08/09 now produced, figures for 09/10 only available at year end. Year end figures for 09/10 will not be available until year end therefore it is too early to determine whether we are on course for a percentage reduction.
PYSLI 11	Water consumption in m3/m2 within corporate buildings	0.86m3/m2	% reduction	N/A	N/A	Baseline figure for 08/09 now produced, figures for 09/10 only available at year end. Due to introduction of water management contract reductions are anticipated but there are no current figures for this.
Fair access						
PYSLI 12 (BVPI 156)	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people (previously BVPI 156)	72	70	73		Currently on target to increase percentage by year end.

APPENDIX THREE– PROGRESS AGAINST '0THER' PERFORMANCE INDICATORS (Property Services)

Progress against 'Other' Performance Indicators

Ref[3]	Description	Actual 2008/8	Target 09/10	Quarter 2	Progress	Commentary
Service Delivery						
PYS LI 13	Time performance on projects over £ 50 K (Contract let to practical completion within a margin of 5% - excluding Client changes)	85	90	100		10 project have been completed all within the 5% margin

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APPENDIX THREE– PROGRESS AGAINST '0THER' PERFORMANCE INDICATORS (Property Services)

Explanation of the Traffic Light Symbols

The traffic light symbols are used in the following manner:

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

APPENDIX FOUR – EXPLANATION OF TRAFFIC LIGHT SYMBOLS
(Property Services)

PROPERTY SERVICES

Revenue Budget as at 30th September 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date(oversp end) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	1,468	733	702	31	760
Repairs & Maintenance	2,535	1,267	1,177	90	1,580
Energy & Water Costs	884	442	405	37	405
NNDR	804	804	798	6	798
Rents	1,033	517	594	(77)	594
Property Recharges	1,787	854	854	0	854
Other Premises Costs	90	43	54	(11)	54
Supplies & Services	147	73	64	9	64
Surveys & Audits	635	316	267	49	267
Agency Related	37	18	14	4	14
Transport	37	17	15	2	15
Asset Charges	1,865	0	0	0	0
Support Services	1,525	271	271	0	271
Total Expenditure	**12,847**	**5,355**	**5,215**	**140**	**5,676**
Income					
Rent – Markets	-1,107	-553	-434	(119)	-434
Rent – Industrial Estates	-1,159	-578	-485	(93)	-485
Rent – Commercial	-519	-262	-281	19	-281
Recharges to Capital	-516	-258	-227	(31)	-227
Accommodation Recharges	-4,201	-2,069	-2,069	0	-2,069
Repair & Maintenance Recharges	-3,043	-1,521	-1,521	0	-1,521
Support Service Recharges	-2,154	-525	-525	0	-525
Other Income	-99	-13	-54	41	-54
Total Income	**-12,798**	**-5,779**	**-5,596**	**(183)**	**-5,596**
Net Expenditure	**49**	**-424**	**-381**	**(43)**	**80**

Comments on the above figures:

In overall terms spending in the second quarter is above budget. With regards to expenditure Repairs and Maintenance is currently underspent but is expected to be fully spent by the year end. The expenditure on Energy and water costs is falling due to the negotiation of new contracts so there is an expected saving on this account. The expenditure on Rents at Grosvenor House is expected to be higher than budget following a recent rent review of the property.

APPENDIX FIVE – FINANCIAL STATEMENT (Property Services)

PROPERTY SERVICES

Revenue Budget as at 30th September 2009

With regards to income, Runcorn Market is still not fully occupied and therefore income from stallholder rents is lower than budgeted and Widnes Market has reduced stall rents by 10% which has resulted in lower than expected income. There are still a number of vacant units on all the Industrial Estates and this will need to be monitored throughout the year but it is expected that income will be below target for the year.

PROPERTY SERVICES

Capital expenditure as at 30th September 2009

Capital Expenditure	10 Capital ocation	on To Date	end To Date	Allocation naining
	£000	£000	£000	£000
Disabled Access	300	150	79	221
Net Expenditure	**300**	**150**	**79**	**221**

Comments on the above figures

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

APPENDIX FIVE – FINANCIAL STATEMENT (Property Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Environment**

SERVICE: **Stadium & Hospitality**

PERIOD: **Quarter 2 to period end 30th September 2009**

1.0   INTRODUCTION

> This monitoring report covers the Stadium & Hospitality Department second quarter period up to year end 30th September 2009. It describes key developments and progress against all 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 6.

2.0   KEY DEVELOPMENTS

> **SCHOOL MEALS**
>
> **Kitchen Log Book**
> A new Log book has been introduced into all kitchens to ensure all legal requirements are both complied with and the compliance is recorded on a daily basis, the areas covered include:- Records of menu , quantities of food served and food temperatures.
>
> **High School Service**
> The food served in schools is constantly being reviewed with the onus on us to find tastier and more teenage friendly products. Recently we have introduced hot tortilla wraps filled with marinated chicken, salad and tasty sauces, bread fortified with essential vitamins and minerals and tasty chicken fillets, these have all been very well received by the Pupils and Teaching Staff. Various promotions of meal deals have taken place to try and encourage the children to have a balanced meal.
>
> Saints Peter & Paul and The Grange Comp are currently trying Sub Central which is based on the SUBWAY concept; so far it is proving very popular, each school is serving about 80 hot Subway style sandwiches per day. These nutritious hot sandwiches are an excellent way of providing good nutrition to the children (without them knowing).
>
> **Increase in the price of the Meal to £2**
> Normally many negative comments are received from both Headteacher and Parents when the meal price rises, however, this year we have received only compliments, the main comment being:- It is easier and much quicker for the staff to count in amounts of £2

1   **Stadium & Hospitality**

Food Purchasing Contracts

Following on from the successful evaluation for frozen food, the Grocery Supplier has also changed, the previous supplier was Brakes the new supplier being awarded the contract is Blakemore, this switch should realise a saving in the region of £36,000 per annum.

This contract has been arranged through the SNUPI contract (which purchases on behalf of Universities, Colleges and some local council)with the full support and guidance of the Halton Borough Council Procurement Team.

A major benefit in using the new supplier is that Blakemore uses more known branded goods which are generally superior in quality to "own label" brands.

Blakemore are also able to offer a split case of food at no extra charge, these split cases are far more appropriate for smaller schools, enabling better stock control and rotation, many of the cooks are reporting a much improved service from this supplier.

THE STADIUM

Video Conferencing

A "state of the art" High Definition Video Conferencing system has now been installed in the Halton Suite (Executive Suite 8), this new facility will keep the Stadium at the sharp edge of conferencing facilities and plans are being drawn up to market this new system to both internal and external organisations.

Challenge Cup Semi Final

The Stadium successfully hosted a Challenge Cup Semi-Final, it took place on Saturday 8th August and the competing teams where Wigan Warriors and Warrington Wolves, the game was a complete sell out with a crowd of 13,000 attending the Stadium, therefore setting a new record attendance since the Stadium's redevelopment. The total gross income for the event was over £80,000.

The representatives of the Rugby Football League were extremely complimentary about the Stadium, the staff and facilities, and intimated that they would use us again next year.

Adult Learning

The Adult Learning department of the Council have taken up occupancy of the IT Suite and an Executive Suite, they have a range of computer courses available to Adults, the venue has proved to be so popular with visitors and tutors that a formal twelve month contract has been agreed.

The Marquee Suite

During the month of August the Marquee Suite was used on three consecutive week-ends, the total gross sales from all events was over

£70,000. Had we not had the Marquee it is highly likely that these events would not have materialised.

A number of other high-profile events are scheduled over the next few months.

Representative Games
In line with one of the Aims in the Stadium Business Plan – "Raise the Profile of the Stadium, regionally and nationally", a number of meetings have taken place that will see a number of high-profile representative games being played here at The Stadium, they include:-

Rugby League
GB Youth V's Australia (November)
National Youth League Final (April)
Lancashire Cup Finals (4 Games) (March)
National Conference League (3 years) (May)
University Games Regional Championships (March)
Halton 7's (May)
Amateur Rugby League (May)

Football
Everton Reserves – for a further three-years
Everton Ladies (TBC)
England Schoolboy's Football (TBC)

3.0 EMERGING ISSUES

SCHOOL MEALS

Savoy Trust Bid for Catering Apprentices
A bid is currently being prepared in conjunction with Riverside College for 7, 19-24 year old apprentices. These apprentices would be provided with catering placements for 3 years and would attend Riverside College 1 day per week. The school kitchens are an excellent resource for catering students to gain practical experience in busy high schools in the preparation of healthy food and to promote tasty nutritious food to the whole school

THE STADIUM

Social Club
As reported in previous Quarterly Performance Monitoring Reports and in line with the hospitality industry and particularly member clubs and bars, the Social Club has experienced a significant decrease in users since the financial down turn has started to take full effect.

The three-month trial of introducing food, that is part way through, is proving reasonably popular but user numbers are still significantly down

on previous years, we have also reduced the afternoon opening hours and are monitoring usage, if user numbers remain low then the next step will be to close completely of an afternoon, ultimately the viability of the Social Club must come under heavy scrutiny and if the user numbers can not be driven upwards then a decision will be made to review further the opening hours/days of the Club.

Rugby League World Cup 2013 & Football World Cup 2018
A fairly detailed meeting/site visit with Roger McLaughlin (England World Cup 2018 and Regional Development Agency Coordinator) has recently taken place. Roger was very impressed by the facilities and somewhat surprised by the quality of the offer here at the Stadium.

His role is to help coordinate Liverpool's bid to be a host City for the World Cup 2018, as part of that bid Liverpool require support venues to either be Venue Specific Support Centres or Base Camp Training Facilities.

The benefit of being a Base Camp Facility is that a specific team would be based here for around 7 weeks and we could build up relationships with them, there is also the possibility of hosting a friendly with the base team and a local team, possibly Everton or Liverpool reserves.

Roger was so impressed with what he viewed that he is going to recommend that we be included in the Liverpool bid initially as a Venue Specific Centre, but the likelihood is that we will become a Base Camp Facility, the obvious benefit to us is that once accepted we can use it as a marketing tool and PA opportunity, we will know our fate within 4 weeks, but he was very optimistic.

The other benefit of his visit was that he will be a coordinator for the Rugby League World Cup in 2013, and apparently the NRDA are one of the main sponsors of the event, he again gave some very promising feedback about the likelihood of us being a venue for some of the World Cup games.

4.0   PROGRESS AGAINST OBJECTIVES / MILESTONES

Total	**15**	🟢	**12**	🟡	**1**	🔴	**2**

Generally good progress towards objectives/milestones, however, the Stadium will not be hosting an on pitch "Pop Concert" this year and there have been no additional schools that have adopted the cashless payment Smart card scheme so far this year. For further details, please refer to Appendix 1.

Stadium & Hospitality

5.0 SERVICE REVIEW

Stadium Internal Audit
A detailed Internal Audit took place July/early August, it examined all the areas highlighted in the previous audit and also test systems, practices and procedures, the findings will be reported in the next Monitoring Report.

Follow-up Audit of Café Bars
A follow-up Audit of the Council run Café Bars has taken place, the Auditor was pleased with the significant progress that has been made over the past six-months in reducing the trading losses in this area (from approx. £20k to £12k in the first 6 months of the year).

Hospitality Assured
The annual Hospitality Assured inspection will take place during November, this year the Inspector's have indicated that it will be a "light touch" inspection following the past two-years continual improvement.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	**6**	🟢	**4**	🟡	**0**	🔴	**2**
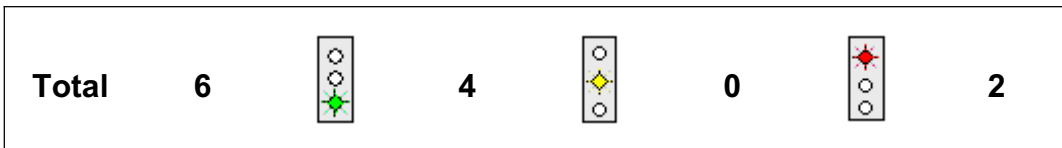
Of the 6 "Key" performance indicators, 4 are on track to meet their annual target, however 2 targets set in relation to National Indicator 52 (Take up of school lunches) will not. For further details, please refer to Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	**8**	🟢	**6**	🟡	**2**	🔴	**0**
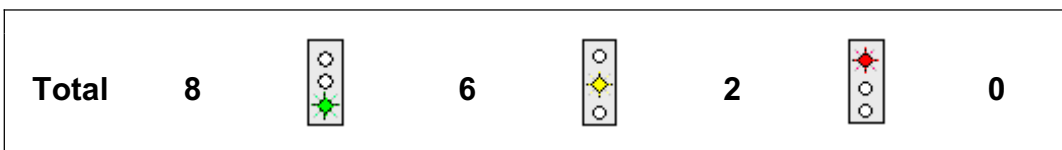
Generally good progress towards targets set for "Other" performance indicators, with 6 of the 8 receiving green traffic lights and 2 amber. For further details, please refer to Appendix 3.

7.0 RISK CONTROL MEASURES

During the production of the 2009- 12 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.

No risks have been identified as High for the service.

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

During 2008/09 the service was required to undertake an Equality Impact Assessment. Progress against actions identified through assessments, with associated High priority are to be reported in the quarterly monitoring report in quarters 2 and 4.

No actions have been identified as high priority for the service.

9.0 DATA QUALITY

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

10.0 APPENDICES

Appendix 1- Progress against Objectives/ Milestones
Appendix 2- Progress against Key Performance Indicators
Appendix 3- Progress against Other Performance Indicators
Appendix 5- Financial Statement
Appendix 6- Explanation of traffic light symbols

Stadium & Hospitality

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.	Identify areas for improvement in line with the Business Plan and Marketing Plan.(this will drive the development of milestones for 2009/10). **Oct 2009**		Improvement areas are continually reviewed and assessed with corrective action taken where required.
		Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. **Sep 2009**		Completed, September 2009.
		Measure customer satisfaction with Stadium Community Services**. Jan 2010**		General survey by end of December. Discussions underway to ascertain most appropriate questions to pose in the survey. Survey completed in June in relation to Stadium Fitness and a further survey planned for October.
		Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. Quarterly		This offer is still proving to be a popular offer with 6 events held in the first half of the year.
		Formulate proposals for event(s) linked to the London Olympics 2012. **Sep 2009**		The stadium has been registered as suitable venue for football training and table tennis. LOCOG (The London Organising Committee for the Olympic Games) has distributed its brochure to all

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
				competing Olympic teams, that features the stadium as a training camp for the 2 sports.
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.	Review and identify areas for improvement in line with the Business Plan and Marketing Plan**. Oct 2009**		The 2009/10 Business Plan has been developed with all Business Managers and this year more than ever the emphasis has been on saving costs and reducing expenditure wherever possible, this approach has proved to be successful in that at Q2 the Stadium is operating within budget.
		Host a pitch based "Pop Concert" **Sep 2009**		Little progress made to date. A pitch based "Pop Concert" will not be held this year.
		Host a wedding fayre in **Feb 2009 and Oct 2009** and a business fayre in **Jul 2009**		The Stadium has hosted a wedding fayre in February and October and a Business Fayre in July all three events proved popular and where well attended. Details of attendees were collected (e.g. the names and addresses of 70 to be married couples) and will be used in future promotional campaigns.
		Continue to develop promotional strategy to attract a minimum of 4 large corporate events annually to the Stadium (new Marquee		This target has already been exceeded, the Marquee Suite is proving a fantastic investment and is contributing to the Stadium's

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES
Stadium & Hospitality

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Suite) **Mar 2010**		improved overall financial performance, further events are programmed for December. (For further details please refer to the "Key Developments" section above).
		Introduce alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) **Apr 2009**		Completed, with increased sales, average spend up by 35%, from £1.20 to £1.60.
		Extend concourse bar opening hours (on match days) by 30 minutes. **Apr 2009**		Completed, with increased sales, average spend up by 35%, from £1.20 to £1.60.
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating	Deliver an early academic school year promotion and educational campaign **Sep 2009**		Complete. Overall there has been a 12% increase in school meal uptake in comparison with the same period last year.
		Extend the cashless payment Smart Card scheme to additional schools which reduces queing times and helps parental monitoring of actual spend and food consumption **Sep 2009**		Not yet extended - discussions are underway with a number of schools. The stumbling block to achieving this target is the substantial initial outlay (£30K per site), but the benefits have been substantial in those schools that have introduced the system.
		To conduct a benchmarking exercise which compares individual school performance. good performance to be		Benchmarking successfully completed on a monthly basis. Action plans are updated as necessary.

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES
Stadium & Hospitality

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		investigated and shared with all schools and producing individual School Action Plans including independently run schools. **Dec 2009**		
		Conduct a questionnaire/satisfaction postal survey to all parents/guardians to learn of perceived barriers restricting uptake. Evaluate and produce Action Plan. **Dec 2009**		Methodology still under consideration, this may delay the activity until early in the new year.

SH LI21

Council contribution to Stadium operating costs (£100k's)

Lower figures represent better performance

Key

- 2008/9
- 2009/10
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Worse than this time last year

Green

Should hit target for the year

Commentary

Although at the half year stage the actual is slightly more than 50% of the annual target, the Stadium performance to date is very encouraging. It is highly likely that the Stadium will operate within budget.

SH LI8a

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

Higher figures represent better performance

Key

- 2008/9
- 2009/10
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Better than this time last year

Green

Should hit target for the year

Commentary

Current performance is exceeding the target, and with the best trading period still to come.

SH LI8b — % Take up of free school meals to those who are eligible - secondary schools

Higher figures represent better performance

Key
- 2008/9
- 2009/10
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend ↓ Worse than this time last year

Green Should hit target for the year

Commentary
Slightly below the target, but with the best period of trading still to come it is anticipated that this target will be comfortably met.

SH LI10 — No. of people accessing stadium facilities (1,000's)

Higher figures represent better performance

Key
- 2008/9
- 2009/10
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend ↑ Better than this time last year

Green Should hit target for the year

Commentary
On course to meet target, particularly in light of the planned Xmas and New Year activities.

Take up of school lunches (%) PSA 12 - Primary Schools

NI 52a

Higher figures represent better performance

Key

- 2008/9
- 2009/10
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Worse than this time last year

Red

Unlikely to hit target for the year

Commentary

Although this area is presently operating below the target, it is expected that take up of lunches will inrease during the winter period.

Take up of school lunches (%) PSA 12 - Secondary Schools

NI 52b

Higher figures represent better performance

Key

- 2008/9
- 2009/10
- Target
- Top 25%
- Middle 50%
- Bottom 25%

No quartile data available

Trend

Better than this time last year

Red

Unlikely to hit target for the year

Commentary

Although this area is presently operating below target, it is expected that take up will increase over the winter period.

Ref	Description	Actual 2008/9	Target 09/10	Quarter 2	Progress	Commentary
Cost & Efficiency						
SH LI5	No. Of meals served versus hourly input of labour	8.53	8.5	8.23		Although the current actual is slightly below target, it is expected (as is usual) that during the winter months, the productivity rate will increase.
SH LI16	Turnover of the Stadium (£m)	1.95	2.10	0.936		The Stadium is presently performing well, although slightly below 50% of the annual target at the half year stage. Planned activities may allow the target to be met.
Quality						
SH LI3	% Of catering staff achieving a formal qualification	18	10	14		The target is currently being exceeded.
SH LI22a	Food cost per primary school meal (pence)	66.89	70	69.2		On target.
SH LI22b	Food cost per secondary school meal (pence)	88.32	90	92.32		Although current performance is slightly higher than the target, it is mainly due to high "start up" costs and it should level out over the coming months.
Service Delivery						
SH LI1	% Of schools complying with National Nutritional Guidelines (66 Schools)	100	100	100		All schools have maintained full compliance with the Guidelines.
SH LI11	Uptake of the Halton Leisure card	254	260	296		Following promotional/marketing activity, the target has been significantly exceeded.
SH LI18	Average number of healthy food initiatives per school	5	6	6		Performance is currently meeting target.

APPENDIX THREE – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS
Stadium & Hospitality

STADIUM, CATERING & CAFÉ BARS

STOBART STADIUM HALTON

Revenue Budget 2009/10

	Annual Budget £	Budget to Date £	Actual Spend £	Variance (overspend) £	Actual Including Committed Items £
Expenditure					
Operational Employee Costs	113	56	52	5	52
Admin/Clerical Employee Costs	291	146	144	2	144
Premises Employee Costs	74	37	40	-3	40
Support Employee Costs	35	18	19	-1	19
Crèche Employee Costs	8	4	5	-1	5
Coaching Employee Costs	9	4	11	-6	11
Catering Employee Costs	187	94	108	-15	108
Bar Employee Costs	236	118	107	11	107
Matchday Employee Costs	63	47	45	3	45
Premises	577	300	271	28	271
Supplies & Services	363	184	168	16	168
Food Provisions	205	103	71	31	71
Bar Provisions	270	135	137	-2	137
Vehicle Maintenance Unit - Fees	8	4	4	-0	4
Central Support Services	239	119	119	0	119
Departmental Support Services	123	61	61	0	61
Recycling	1	1	1	-0	1
Capital Financing	25	0	0	0	0
Asset Charges	561	281	281	0	281
Total Expenditure	**3,390**	**1,712**	**1,644**	**68**	**1,644**
Income					
Sales	-1,074	-512	-477	-35	-477
Fees & Charges	-450	-225	-163	-61	-163
Rents	-50	-25	-6	-19	-6
HBC Support Costs Income	-39	-19	-19	0	-19
Internal Fees Income	-130	-65	-124	59	-124
Total Income	**-1,743**	**-846**	**-789**	**-57**	**-789**
Net Departmental Revenue Budget	**1,648**	**866**	**855**	**11**	**855**

APPENDIX FOUR – FINANCIAL STATEMENT
Stadium & Hospitality

STADIUM, CATERING & CAFÉ BARS

STOBART STADIUM HALTON

Revenue Budget 2009/10

	Annual Budget	Budget to Date	Actual Spend	Variance (overspend)	Actual Including Committed Items
	£	£	£	£	£
Expenditure					
Catering Employee Costs	210	105	68	37	68
Supplies & Services	9	4	6	-2	6
Food Provisions	125	63	76	-13	76
Central Support Services	21	10	10	0	10
Total Expenditure	**365**	**182**	**161**	**22**	**161**
Income					
Sales	-346	-173	-135	-38	-135
Internal Income	-19	-10	-12	3	-12
Total Income	**-365**	**-182**	**-147**	**-35**	**-147**
Net Departmental Revenue Budget	**0**	**0**	**14**	**-14**	**14**

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APPENDIX FOUR – FINANCIAL STATEMENT
Stadium & Hospitality

STADIUM, CATERING & CLEANING

Capital Programme 2009/2010

Scheme	Annual Budget £	Budget to Date £	Actual Spend £	Variance (overspend) £	Actual Including Committed Items £
Stadium Minor Works	30,000	9,000	9,000	0	9,000
Total Capital Programme	**30,000**	**9,000**	**9,000**	**0**	**9,000**

Domestic Services Division 2009/2010.

Revenue Budget as at 30th September 2009.

	Annual Revised Budget	Budget To Date	Actual Spend	Variance (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,867	1,372	1,332	40	1,332
Operational Buildings	21	11	11	0	11
Other Premises Costs	5	3	3	0	3
Supplies & Services	233	119	125	(6)	125
Hired & Contracted Services	8	4	6	(2)	6
Food Provisions	1,442	699	704	(5)	704
Transport	10	5	5	0	5
Agency Services	0	0	0	0	0
Internal Support Costs	57	27	27	0	27
Central Support Costs	198	99	99	0	99
Total Expenditure	**4,841**	**2,339**	**2,312**	**27**	**2,312**
Income					
Sales - School Meals	-2,111	-908	-888	(20)	-888
Sales - Civic Catering	-177	-89	-48	(41)	-48
Support Service Income	-105	-53	-53	0	-53
Government Grants	-200	-200	-200	0	-200
Reimbursements & Other Grants	-17	-9	0	(9)	0
School Meals - Free Children's Meals	-1,269	-546	-546	0	-546
School Meals - Catering Recharges	-294	-147	-167	20	-167
Civic Catering Recharges	-137	-69	-48	(21)	-48
Total Income	**-4,310**	**-2,021**	**-1,950**	**(71)**	**-1,950**
Net Expenditure	**531**	**318**	**362**	**(44)**	**362**

Comments

Overall the service is operating within acceptable variances.

However, civic catering sales continues to be a problem area and it is unlikely that we will achieve the annual target.

APPENDIX FOUR – FINANCIAL STATEMENT
Stadium & Hospitality

The traffic light symbols are used in the following manner:

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

REPORT TO: Corporate Services PPB

DATE: 23rd February 2010

REPORTING OFFICER: Chief Executive

SUBJECT: Performance Management Reports for 2009/10

WARDS: Boroughwide

1.0   PURPOSE OF REPORT

1.1   To consider and raise any questions or points of clarification in respect of the 2009 – 10 3rd quarter performance management reports on progress against service plan objectives and performance targets, performance trends/comparisons, factors affecting the services etc. for:

- Policy & Performance
- ICT Services
- Legal, Organisational Development and Human Resource Services
- Financial Services
- Property Services
- Stadium & Hospitality

2.0   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.

3.0   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.

4.0   POLICY AND OTHER IMPLICATIONS

4.1   There are no policy implications associated with this report.

5.0   RISK ANALYSIS

5.1   Not applicable.

6.0   EQUALITY AND DIVERSITY ISSUES

6.1   Not applicable.

**7.0   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**

SERVICE: **Policy and Performance**

PERIOD: **Quarter 3 to period end 31st December 2009**

1.0   INTRODUCTION

This monitoring report covers the Policy and Performance Services third quarter period up to period end 31st December 2009. It describes key developments and progress against <u>key</u> objectives and performance indicators for the service.

The way in which RAG (Red Amber and Green) symbols have been used to reflect progress is explained within Appendix

2.0   KEY DEVELOPMENTS

Following the departmental restructure work is currently underway to complete the selection and recruitment of staff within the department. Following the completion of this process a review of accommodation requirements will take place.

The robustness of the Council's emergency planning arrangements were recently tested as a result of the extreme cold weather conditions and the relative delivery of Council services was successfully maintained throughout the period.

3.0   EMERGING ISSUES

The results of Halton's Area Assessment[1] and Organisational Assessment[2] were made public on 09th December through the governments newly created 'Oneplace'[3] website.

The area assessment, with the exception of some concern regarding the rate of teenage pregnancies within the borough, reflected positively upon the work of the Council and its partners in delivering local priorities.

The organisational assessment judges Halton Council to be performing well with a score of 3 out of four for both components i.e. managing performance and the use of resources.

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[1] A copy of the Area Assessment report can be obtained from
http://oneplace.direct.gov.uk/infobyarea/region/area/areaassessment/pages/default.aspx?region=53&area=351
[2] A copy of the Organisational Assessment report can be obtained from
http://oneplace.direct.gov.uk/infobyarea/region/area/localorganisations/organisation/pages/default.aspx?region=53&area=351&orgId=1237
[3] Further information is available from http://oneplace.direct.gov.uk/Pages/default.aspx

As a result of the inspection findings action plans are being developed to ensure that resources continue to be used effectively to provide a focused and appropriate response to local issues and that community outcomes continue to be the cornerstone of organisational and partnership activity.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	19	✔	17	?	2	✖	0

The two Amber symbols relate to a delay in progressing the internet site but things are still moving forward and details can be found in Appendix 1

4.0 SERVICE REVIEW

Following the results of the Place Survey further work has been undertaken by MORI to establish the primary drivers that affect the perceptions of people within the local community.

As a result a workshop has been arranged for senior managers during early February to explore in more detail the survey results and to identify and develop targeted initiatives to improve levels of satisfaction.

5.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3	✔	3	?	0	✖	0

All key indicators are on target and details can be found in Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	5	✔	0	?	4	✖	1

The Red symbol relates to an ongoing issue regarding payment of invoices resulting from WNF claims. The Amber symbols are those relating to a satisfaction survey and whilst satisfaction is lower than previously, results show that out of those responding there has an improvement in internal communications in the past 2 years. An action plan is being developed to increase satisfaction. Further details can be found in Appendix 3.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

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Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PP O1	Improve the effectiveness of the support intelligence and advice provided by the Council and Its partners to review policy, resource planning service delivery and performance.	Monitor performance against Community Strategy targets and review delivery plans **June 2009.**	✔	This work is complete
		Monitor and review progress in delivering Local Area Agreement targets with partners and agree refresh with government office **March 2010**	✔	Discussions are currently taking place with Government. A draft LAA refresh document has been produced. The final document will be sent to Government on 12th March 2010
		Monitor and review MAA and city region development plan progress with city region partners and agree refresh with GONW **March 2010**	✔	The Performance Management Framework has been agreed with Government. At the request of Government, it is now likely that a refresh will take place in the next financial year i.e. summer 2010.
		Review Halton Data Observatory and partnership data arrangements and upgrade **March 2010**	?	A review of the current observatory is complete and ways forward have been identified, however due to delays in other departments, such as the installation of new council web system, the upgrade may not be possible in March.
		Complete mid-term review of Sustainable Community Strategy and adopt **July 2009**	✔	The sustainable community strategy was reviewed. A revised document has been published.

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (Policy & Performance)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PP O1 Cont'd		Complete mid-term review of Corporate Plan and adopt **December 2009**	✔	A mid-term review of the Corporate Plan has taken place. The document was presented to full Council for approval in December 2009
		Complete design of and undertake survey of Consulting Halton Communities **November 2009**	✔	IPSOS MORI were commissioned to run two workshops looking further into the messages from the place survey and how to increase perceptions in satisfaction for the residents of Halton. These have been completed
		Analyse, evaluate and disseminate results to relevant audiences **March 2010**	✔	Reports are available on the research section of the Halton website and results have been presented at various boards. An action plan is now in progress in order to improve perception levels at the next place survey.
PP O2	Improve the quality and effectiveness of the Council's external communications	Implement new website content management system by **July 2009** and migrate content **Sept 2009** Review key messages **Autumn 2009**	?	Launch of site expected 1 April
		Carry out internal communications survey as part of staff survey **September 2009**	✔	Survey completed, workshops with staff to gain more detailed understanding of key issues completed. Action plan now being developed.

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (Policy & Performance)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PP O2 Cont'd		Update Communications Guide; Media Guide ; Style Guidelines **October 2009**	✔	Underway, will be completed in the context of new centre for excellence structure
		Evaluate Advertising contract **September 2009**	✔	Underway via collaborative contract with Merseyside authorities (led by Wirral). Tenders currently being evaluated
		Review arrangements for communicating in a crisis **August 2009**	✔	Ongoing discussions with partner organisations by Cheshire, Halton and Warrington comms. group
PP O3	Address inequalities and improve opportunities by narrowing the gap between the most deprived wards in the borough and the rest thorough the delivery of neighbourhood management arrangements.	Complete residents consultation and undertake analysis **February 2010**	✔	Report on outcome of the focus groups reported to HNMB at its meeting in November 2009 and shared with partners.
		Complete and report Business Case for NM funding beyond April 2010 **September 2009**	✔	Case considered by HNMB, Corporate PPB and Exec Board. Locality Working topic group set-up Dec 2009. Due to report in Q4.
PP O4	To ensure that the organisation remains fit for purpose through the ongoing development of business continuity, risk management and health and safety arrangements.	Implement action plan and further review arrangements for business continuity in Directorates by **December 2009.**	✔	Plans are in place, but BCM plans under constant review.
		Review the embeddedness of strategic risk management arrangements **December 2009**	✔	The whole Strategic Risk Management Strategy, including the policy, training and risk registers have been completely reviewed and where appropriate revised.

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (Policy & Performance)

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PP O4 cont'd		Corporate Risk Group to review Corporate & Directorate Risk Registers, provide appropriate performance monitoring reports and deliver manager and member training by **December 2008**	✓	Completed. Corporate risk register presented to Council's Management Team, Executive Board, and programmed for Business Efficiency Board
		Review the Council's preparedness for pandemic flu and have appropriate plans in place **March 2010**.	✓	Plan in place. Recent outbreak tested arrangements. Plan will be reviewed

APPENDIX ONE – PROGRESS AGAINST 'KEY' OBJECTIVES/ MILESTONES (Policy & Performance)

Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Health						
PPLI 1	% Of LAA / WNF Spend (%)	92	100	51%	✓	On target
PPLI 4 (PPLI 5)	% Of Departments with up to date Risk Registers	100	100	100	✓	
Cost & Efficiency						
PPLI 9 (PPLI 11)	% of departmental working days lost due to sickness absence.	3.85	4.0	3.19	✓	On target. The cumulative total equals 2.6 a quarter and is therefore ahead of the final yearly target of 4.0

APPENDIX TWO – PROGRESS AGAINST KEY PERRFORMANCE INDICATORS (Policy & Performance)

Progress Against 'other' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Health cont'd						
PPLI 7 (PPLI 10)	% of invoices paid within 30 days	98	95	81	✖	There is still an ongoing issue regarding payment of invoices resulting from WNF claims. Invoices are often generated by project managers in advance of receipt of the quarterly claim. It is not best practice to pay invoices prior to receipt of claims made, but this shows as non-payment within 30 days.
Quality						
PPLI 11 (PPLI 14)	Satisfaction with internal communications of the Council (%)	71.9 2007/8 (No survey 2008/9)	78	63	?	While satisfaction is lower than previous at 63%, results show that 83% of staff responding believed there had been an improvement in internal communications in the past 2 years. As mentioned, an action plan is being developed to increase satisfaction
PPLI 12	% of people satisfied or more than satisfied with visit to Council website www.halton.gov.uk	-	90	77	?	
PPLI 13	Satisfaction with In Touch magazine	81.6 2007/8	87	74	?	Previously reported No survey 2008/9

APPENDIX THREE – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Progress Against 'other' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Service Delivery						
PPLI 19	Value of external funding bids supported (£000's)	2631	1000	£25,267	?	Although £213,727 has already been secured to date, announcements are awaited on larger schemes, hence the higher 2009/10 target. For example 18 projects are still in the pipeline. In the quarter there were 11 successful bids. There were 32 funding enquiries which reflects a steady demand for the service.

Explanation of RAG Symbols

		Objective	**Performance Indicator**
Green	✓	Indicates that the milestone/objective <u>will</u> be achieved within the identified timeframe.	Indicates that the annual target <u>will,</u> or has, been achieved or exceeded.
Amber	?	Indicates that at this stage it is <u>uncertain</u> as to whether the milestone/objective will be achieved within the identified timeframe.	Indicates that at this stage it is either <u>uncertain</u> as to whether the annual target will be achieved.
Red	✗	Indicates that the milestone/objective <u>will not</u>, or has not, been achieved within the identified timeframe.	Indicates that the annual target <u>will not</u>, or has not, been achieved.

Application of RAG symbols:

APPENDIX FOUR – EXPLANATION OF RAG SYMBOLS
(Policy & Performance)

POLICY AND PERFORMANCE
Revenue Budget as at 31st December 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance To Date** (overspend) £'000	Actual Including Committed Item £'000
Expenditure					
Employees	2,238	1,686	1,528	158	1,531
Premises	163	122	122	0	122
Supplies & Services	408	314	344	(30)	448
Corporate Subscriptions	128	128	104	24	126
Promotion of the Borough	69	51	49	2	58
Agency & Contracted	38	28	57	(29)	57
Transport	45	34	32	2	32
Support Services	1,780	1,334	1,335	(1)	1,335
Total Expenditure	**4,869**	**3,697**	**3,571**	**126**	**3,709**
Income					
Support Service Recharges	-1,828	-1,370	-1,371	1	-1,371
Emergency Planning Grant	-12	0	0	0	0
Grants	-372	-279	-243	(36)	-243
Reimbursements & Other Grants	-22	-16	-16	0	-16
Fee & Charges Income	0	0	-7	7	-7
Total Income	**-2,234**	**-1,665**	**-1,637**	**(28)**	**-1,637**
Net Expenditure	**2,635**	**2,032**	**1,934**	**98**	**2,072**

Comments on the above figures:

In overall terms spending is currently below the budget to the end of the third quarter.

Regarding expenditure, employee costs are under budget for the period, which is mainly due to a number of staff vacancies that exist within the External Funding and Strategic Policy & Performance sections. The resulting savings from the External Funding vacancies will offset the projected shortfall in European government grant income.

Supplies & services and agency & contracted services expenditure is, to date, higher than budget. This relates to an increase in the cost of Neighbourhood Management, however, it is anticipated that this expenditure will be offset through a contribution from the balance sheet reserve.

It is expected that the overall total net spending will be within the Department budget by year-end.

APPENDIX FIVE – FINANCIAL STATEMENT
(Policy & Performance)

POLICY AND PERFORMANCE

Local Strategic Partnership expenditure as at 31st December 2009

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	**£000**	**£000**	**£000**
Local Strategic Partnership				
LSP Team	192	144	186	(42)
Community Pot	0	0	0	0
Net Expenditure	**192**	**144**	**186**	**(42)**

Regular monitoring reports are sent to the Local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Neighbourhood Renewal Fund is spent during the year.

APPENDIX FIVE – FINANCIAL STATEMENT
(Policy & Performance)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

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

PERIOD: **Quarter 3 to period end 31st December 2009**

1.0 INTRODUCTION

This monitoring report covers the I.C.T. Services third quarter period up to period end 31st December 2009. It describes key developments and progress against <u>key</u> objectives and performance indicators for the service.

The way in which RAG (Red, Amber and Green) symbols have been used to reflect progress is explained within Appendix 3

2.0 KEY DEVELOPMENTS

The current Infrastructure development programme is currently on track with major deployments such as increased centralised data storage through the deployment of Network Attached Storage Devices that continue to support the expanding data requirements of the wider authority.

Key improvements to the security and remote management services have been and remain a key focus through this period and into the final quarter of the financial year.

3.0 EMERGING ISSUES

Code of connection 4.1 is now with us, the target dates for compliance have been set by the government to the 31st May 2010. A very short time scale given the increasing requirement that will be placed upon the authority. Projects are now under way to develop the enhanced requirement and a full report will be brought in quarter 4.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

| Total | 24 (milestones) | ✔ | 19 | ? | 4 | ✘ | 1 |

The milestone evaluating and piloting Microsoft Vista has been recorded as a red symbol. It will not be achieved because Vista has now been superseded by Windows 7, which means this will now be the piloted version.

The here amber symbols relate to milestones affected by the efficiency review but it is still anticipated they will be achieved. Details of all key milestones are available in Appendix 1.

5.0 SERVICE REVIEW

The service is undergoing a full structure review as part of the ICT Work Stream 2 efficiency project with a deadline of the 31st March 2010.

Deleted: for completion of the restructure and rationalisation of all ICT resource within each of the directorates.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	**3**	✓	**3**	?	**0**	✗	**0**

All key performance indicators have maintained targeted levels, detailed information is provided within Appendix 2.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

Appendix 1 - Progress against Key Objectives/ Milestones
Appendix 2 - Progress against Key Performance Indicators
Appendix 3 - Explanation of RAG symbols
Appendix 4 - Financial Statement

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure	Remote Access VPN Phase 2 PC **March 2010**	✔	Complete. All members of staff who requires VPN access can be given it, provided they have a Code of Connection compliant device to use.
		VM Ware Phase 3 **March 2010**	✔	Continuing.
		Citrix V3 upgrade **March 2010**	✔	Remote Access method upgraded to be Co-Co compliant - Plan to move XPe to Xenapp. Halton domain to be removed and any within warranty devices converted.
		Active Directory Phase 2 **July 2009**	✔	Out of warranty devices are being removed from the domain. Many new policies have been rolled out to devices. Windows XP machines are now within the patching programme.
		Microsoft Systems Centre **March 2010**	✔	Microsoft is currently working with ICT Services to implement.
		Continued Implementation of Code of Connection **March 2010**	✔	Compliance continues with version 3.2. Further work has started to comply with 4.1 by May 2010

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

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
		End of Life PC replacement programme **March 2010**	✔	This programme is underway and has been expanded to include ICT02 – 313 PC & Laptop replacements. Currently 270+ machines have been replaced.
		SAN and NAS replacement Phase 2 **March 2010**	✔	A central storage NAS has been introduced at the municipal buildings which has an initial capacity of 2TB but can be expanded to 10TB. This means that users will be able to store their data centrally in future. The storage capacity on the SAN has been increased to 40TB
ICT O2	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust hardware infrastructure	313 PC & laptop replacements **March 2010**	✔	This programme is underway and has been expanded to include ICT01 – End of Life PC replacement Programme. Currently 270+ machines have been replaced.
		Virtualisation of a further 40 servers **March 2010**	✔	To date 77 servers have been virtualised.
		Initiate Desktop virtualisation programme Phase 2 **March 2010**	✔	This technology has been deemed no viable for HBC at this time.

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

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
		Data and e-mail archiving Phase 2 **March 2010**	✓	E-mail archiving is in place within ICT Services and rollout commenced to those users with the largest email inboxes.
		All PC data transferred to NAS **December 2009**	?	Dependent on the NAS being installed and operational. So 2 weeks behind initial timelines.
ICT O3	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust software platform	Evaluation and pilot testing of Microsoft Vista Desktop and Server operating systems **July 2009**	✗	Microsoft deployed Windows 7 in an uncharacteristically timely manner. This means that this process will be now studying Windows 7, and skip Vista.
		SharePoint evaluation and limited trial **March 2010**	✓	SharePoint is live in ICT Services. Staff have attended training, system is being populated with data/documents.
		CSD back office roll out programme **March 2010**	✓	CSD is live in Planning, Adoptions & Fostering and has been promoted by the D.C.F.S. as a "Good Practice" demonstration.
		ICT Security Strategy review **March 2010**	✓	CoCo Compliance has been gained.
		Code of connection compliance review **March 2010**	✓	Compliance is continuing. 4.1 compliance is required by May 2010

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

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
		Evaluate, analyse, deploy corporate and directorate process review **March 2010**	✓	This work is being undertaken as a part of the Efficiency review.
		Evaluation of Office 2007 compatibility **March 2010**	✓	Office 2007 is live in ICT Services and Corporate Training Centre. Examination of possibility of rolling out to new Administration Centre of Excellence is being examined.
ICT O4	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.	Directorate specific document imaging trials for ESCR/Share Point/Contact Point Phase 1 – **March 2010**	?	Limited progress has been made on directorate specific trials due to the Efficiency Review.
		Continuing improvements and enhancements to CSD system – **ongoing March 2010**	✓	CSD continues to have enhancements applied. It is being examined as a possibility for supporting new Centre of Excellence for Administration.
		Wider workflow implementation projects as identified by BPR process **March 2010**	?	Ongoing. Much of this work has been delayed due to Business Analysts working on Efficiency Review.
		Web channel implementation of CSD – **September 2009**	?	Web channel implementation is being tied in with the new Web Content Management System due April 2010.

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

Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Health						
ITCLI 1	Average availability of the Council's operational servers (%).	99.12	99	99.43%	✔	Server for December is 99.98%
ITCLI 2	Average availability of the Councils WAN infrastructure (%).	99.62	99	99.83%	✔	Quarter 3 is a rolling report (April - December)
Service Delivery						
ITCLI 6	Member Support: % of calls responded to within 1 working day.	94	95	100	✔	

Deleted:

APPENDIX TWO – PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Explanation of RAG Symbols

Application of RAG symbols:

		Objective	**Performance Indicator**
Green	✓	Indicates that the milestone/objective will be achieved within the identified timeframe.	Indicates that the annual target will, or has, been achieved or exceeded.
Amber	?	Indicates that at this stage it is uncertain as to whether the milestone/objective will be achieved within the identified timeframe.	Indicates that at this stage it is either uncertain as to whether the annual target will be achieved.
Red	✗	Indicates that the milestone/objective will not, or has not, been achieved within the identified timeframe.	Indicates that the annual target will not, or has not, been achieved.

APPENDIX THREE – EXPLANATION OF RAG SYMBOLS
(ICT Services)

ICT SERVICES

Revenue Budget as at 31st December 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance To Date** (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	2,636	1,991	2,043	(52)	2,135
Premises	225	168	164	4	164
Supplies & Services	148	148	272	(124)	428
Computer Repairs & Software	378	296	296	0	361
Communications Costs	115	87	32	55	32
Transport	50	38	35	3	35
Asset Charges	1,112	0	0	0	0
Support Services	3,182	168	168	0	168
	7,846	**2,896**	**3,010**	**(114)**	**3,323**
Total Expenditure					
Income					
Support Service Recharges	-7,483	-3,294	-3,290	(4)	-3,290
Internal Billing	-97	-24	-24	0	-24
SLA to Schools	-95	-22	-182	160	-182
Reimbursements & Other Grant	0	0	-21	21	-21
	-7,675	**-3,340**	**-3,517**	**177**	**-3,517**
Total Income					
	171	**-444**	**-507**	**63**	**-194**
Net Expenditure					

Comments on the above figures

In overall terms spending is slightly below the budget to the end of the third quarter.

With regards to expenditure, employee costs are higher than budget for the period due to the use of agency staff to cover vacant positions that have proven difficult to recruit to. It is anticipated that this trend will continue to year-end.

APPENDIX FOUR – FINANCIAL STATEMENT
(ICT Services)

ICT SERVICES

Capital Projects as at 31st December 2009

Capital Expenditure	2009/10 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£000	**£000**	**£000**	**£000**
IT Rolling Programme	1,549	1,000	968	32
Net Expenditure	**1,549**	**1,000**	**968**	**32**

Comments on the above figures.

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

APPENDIX FOUR – FINANCIAL STATEMENT
(ICT Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Legal, Organisational Development and Human
                               Resources Services**

PERIOD: **Quarter 3 to period end 31st December 2009**

1.0 INTRODUCTION

This monitoring report covers the Legal, Organisational Development, and Human Resources Services third quarter period up to period end 31st December 2009. It describes key developments and progress against <u>key</u> objectives and performance indicators for the service.

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

2.0 KEY DEVELOPMENTS

The Gambling Policy has been prepared and consulted upon prior to adoption by the Council in December.
Legal support has continued to be provided to key major projects.
The Council's response to a consultation on court provision was formulated and agreed for dispatch by the due date.
Legal support was provided to ensure compliance with key points in the European Services Directive by December.
Legal & HR staff have provided a crucial input in the implementation of the Efficiency Review.

3.0 EMERGING ISSUES

The Legal team will be assessed against the Lexcel & ISO standards in January.
Preparations will continue to be made for the forthcoming elections.
Work on the Efficiency Programme will continue to intensify to enable the new structures to be in place and operational from 1st April.
Legal support for major projects will continue as a number of issues are expected to reach important stages shortly.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	5	✓	4	?	1	✖	0

All objectives are progressing as planned.
It is anticipated that all pay and grading appeals will be completed by the end of Quarter 4. Further detail is contained in Appendix 1.

5.0 SERVICE REVIEW

There are no issues regarding service review to be reported for the period.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	5	✓	5	?	0	✖	0

All remain broadly on target but of course a small change in staff numbers would result in a significant alteration to percentages. The details can be found in Appendix 2

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	3	✓	0	?	0	✖	3

One of the red symbols relates to conveyancing. The remaining two of the Red symbols relate to public attending council meetings and the number of questions asked by them at these meetings. Figures are being kept under review, although as always they are governed to a great extent by the subject matter under discussion. They are presently showing considerably below target and details can be found in Appendix 3.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

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

Progress against key objective/milestones

Service Plan Ref.	Objective	Key Milestone	Progress quarter 3	Commentary
LOD O1	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.	Secure renewal of Lexcel & ISO Accreditation **January 2010**	✓	Arrangements are in hand to secure renewal in Quarter 4.
LOD O2	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.	Review Constitution **May 2009**	✓	Constitution has been reviewed as planned.
LOD O3	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.	To ensure that all members have been given the opportunity of a having a MAP meeting To induct all new members – **by October 2009**	✓	Programme of MAP interviews is being delivered as planned. All new members to the authority have successfully been inducted.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
(Legal, Organisational Development and Human Resources Services)

Progress against key objective/milestones

Service Plan Ref.	Objective	Key Milestone	Progress quarter 3	Commentary
LOD O4	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.	Complete and implement staffing protocol **Sept 2009** Implement Management Competency Framework and commence training programme **Sept 2009** Implement a Leadership through Change Programme and complete training **February 2010**	✔	All key milestones are on track /achieved
LOD O5	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 **December 2009**	?	Work continues towards appeals being concluded at the end of Quarter 4 as previously reported.

APPENDIX ONE – PROGRESS AGAINST KEY OBJECTIVES/ MILESTONES
(Legal, Organisational Development and Human Resources Services)

Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Equality, Diversity & Cohesion						
LODLI 2 (BVPI 11/ LOD 4)	The percentage of top 5% of earners that are: - Women	45.58	45.00	45.89	✔	On target.
	From black and ethnic minority communities	0.83	2.5	0.84	?	Slightly below target but the numbers cou̎ well change by year end.
	With a disability	2.87	3. 30	2.94	✔	On target
LODLI 3 (BVPI 16a/ LOD 8	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.21	1.5	1.29	✔	On target
LODLI 4 (BVPI 17a/ LOD 10	Minority Ethnic community staff as % of total workforce.	0.78	1.00	0.75	✔	On target

APPENDIX TWO – PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS
(Legal, Organisational Development and Human Resources Services)

Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Health						
LODLI 6 (BVPI 12/ LOD 5)	The number of working days / shifts lost due to sickness (Corporate)	13.52	11.25	7.55	✔	Performance at Quarter 3 falls within expected Level for the Winter months.
LODLI 8 (LOD 2)	No. Of Members with Personal Development Plans (56 Total)	52	52 (92%)	52	✔	We are presently ahead of our target for the year.

APPENDIX TWO – PROGRESS AGAINST 'KEY' PERFORMANCE INDICATORS
(Legal, Organisational Development and Human Resources Services)

Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Fair Access						
LODLI 14 (LOD 12)	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	492	600	82	✖	Figures are being kept under review, although as always that are governed by a great extent to subject matter under discussion. They are presently showing considerably below target.
LODLI 15 (LOD 13)	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	91	150	18	✖	
Service Delivery						
LODLI 19 (LOD15)	Average time taken to complete conveyancing transactions	351	350	416	✖	The figure has been distorted by the recent completion of very complex, longstanding matters.

APPENDIX THREE – PROGRESS AGAINST 'OTHER' PERFORMANCE INDICATORS
(Legal, Organisational Development and Human Resources Services)

Explanation of RAG Symbols

Application of RAG symbols:

		Objective	**Performance Indicator**
Green	✔	Indicates that the milestone/objective <u>will</u> be achieved within the identified timeframe.	Indicates that the annual target <u>will,</u> or has, been achieved or exceeded.
Amber	?	Indicates that at this stage it is <u>uncertain</u> as to whether the milestone/objective will be achieved within the identified timeframe.	Indicates that at this stage it is either <u>uncertain</u> as to whether the annual target will be achieved.
Red	✖	Indicates that the milestone/objective <u>will not</u>, or has not, been achieved within the identified timeframe.	Indicates that the annual target <u>will not</u>, or has not, been achieved.

APPENDIX FOUR – EXPLANATION OF RAG SYMBOLS
(Legal, Organisational Development and Human Resources Services)

LEGAL, ORGANISATION DEVELOPMENT AND HUMAN RESOURCES

Revenue Budget as at 31st December 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance To Date** (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	3,377	2,570	2,576	(6)	2,786
Members Expenses	766	575	580	(5)	580
Premises	799	555	553	2	553
Supplies & Services	567	415	404	11	434
Training Costs	188	19	19	0	68
Civic Catering & Functions	86	65	36	29	37
Legal Expenses	92	69	124	(55)	124
Transport	61	44	45	(1)	46
Asset Charges	6	0	0	0	0
Support Services	2,765	1,978	1,976	2	1,976
	8,707	**6,290**	**6,313**	**(23)**	**6,604**
Total Expenditure					
Income					
Land Charges	-300	-225	-81	(144)	-81
Printing Recharges	-303	-188	-188	0	-188
SLA to Schools	-228	-171	-209	38	-209
Licence Income	-303	-227	-183	(44)	-183
Other Income	-60	-45	-39	(6)	-39
Support Service Recharges	-4,466	-3,349	-3,344	(5)	-3,344
	-5,660	**-4,205**	**-4,044**	**(161)**	**-4,044**
Total Income					
	3,047	**2,085**	**2,269**	**(184)**	**2,560**
Net Expenditure					

Comments on the above figures:
In overall terms spending to the end of the third quarter is over budget.

With regards expenditure, legal expenses are already exceeding the annual budget, due to the increased volume of court fees being incurred, however, it is anticipated that this will be offset by departmental staff savings.

With regards income, receipts from Land Charges will show a significant shortfall against budget by year end. Due to increased competition from Personal Search agents, there was a shortfall last year of over £237k. It is likely that the shortfall this year will be in the region of £170k. This situation was taken account of in the Medium Term Financial Strategy and will therefore be reflected in the 2010/11 budget. It is also anticipated that licensing income will be below budget by year-end.

APPENDIX FIVE – FINANCIAL STATEMENT
(Legal, Organisational Development and Human Resource Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Financial Services**

PERIOD: **Quarter 3 to period end 31st December 2009**

1.0   INTRODUCTION

This monitoring report covers the Financial Services third quarter period up to period end 31st December 2009. It describes key developments and progress against <u>key</u> objectives and performance indicators for the service.

The way in which RAG (Red, Amber and Green) symbols have been used to reflect progress is explained within Appendix 3

2.0   KEY DEVELOPMENTS

The UK economy showed growth of 0.1% during the quarter, having contracted for the six previous quarters the longest period since quarterly figures were first recorded in 1955.

The Monetary Policy Committee maintained the Bank of England Base Rate at 0.5% throughout the quarter and increased the programme of asset purchases from private sector institutions (quantitative easing) by £25bn, bringing it to £200bn in total. This is intended to boost the supply of money and credit in order to stimulate the UK economy. The Council will continue to act prudently so as to minimise financial risk during this uncertain period.

Inflation, as defined by the Consumer Prices Index (CPI), rose sharply during the quarter from 1.1% in September 2009 to 2.9% in December 2009. However, this was largely as a result of the sharp reduction in inflation twelve months previously, against which the index is compared. CPI is therefore now above the Bank of England's 2.0% target rate.

The Retail Price Index (RPI), which includes mortgage costs, similarly increased sharply during the quarter from -1.4% in September 2009 to 2.4% in December 2009. The increase in RPI was also assisted by a rise in mortgage interest costs compared to a fall twelve months previously.

The Medium Term Financial Strategy (MTFS) was considered by Executive Board on 19th November, which set out the expected funding gap of around £6-£8m in each year of the three year period (2010-2013) and the key assumptions upon which this was based. The

Council's 2010/11 base budget has been prepared within the framework of the MTFS and draft budget proposals have been consulted upon for recommendation to Full Council on 3rd March 2010.

The provisional Local Government Finance Settlement was announced on 26th November 2009 which provided the Council with a 2.4% increase in Formula Grant. This is in line with the indicative figures provided in last year's Settlement and therefore is in line with the MTFS, but still provides the Council with a very challenging Settlement.

On 9th December 2009 the Chancellor presented his Pre-Budget Report which included the following;
- Confirmation that that planned levels of overall Government funding for 2010/11 would remain unchanged
- Public sector expenditure will increase by an average of 0.8% over and above inflation from 2011/12 until 2014/15
- NHS and education expenditure will increase by more than other areas for 2011/12 and 2012/13
- £12bn of savings will be found through "smarter government" and £5bn from targeting and prioritising spending

The Audit Commission announced the results of the 2008/09 Use of Resources assessment during December 2009, as part of the Comprehensive Area Assessment (CAA). Halton was again assessed as performing well with an overall score of 3 out of 4. Only three single tier Council's nationally received a higher overall score and only Tameside MBC within the North West. An action plan has been prepared and is being used to ensure continued improvement.

3.0 EMERGING ISSUES

The structure of the Finance Department has been finalised as part of the Efficiency Review and work is underway to implement the new Finance Centre of Excellence structure.

Work is on-going to assess the implications for the Council of major changes in accounting and financial disclosure requirements from 2009/10, with the adoption of International Financial Reporting Standards (IFRS). A detailed implementation plan is currently being prepared and a report will be presented to the Business Efficiency Board on 20th January 2010 outlining the requirements of IFRS.

Support continues to be provided on the financial aspects of the Mersey Gateway development, the partnership with Merseyside Waste Disposal Authority for the procurement of waste treatment and disposal facilities, equal pay claims, and Building Schools for the Future.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	4	✓	4	?	0	✗	0

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

5.0 SERVICE REVIEW

Following the Audit Commission report from their 2008/09 Use of Resources assessment, an action plan has been prepared which is being used as the basis for ensuring continued improvement across the Department.

The Internal Audit and Accountancy Divisions participate in benchmarking arrangements undertaken by the Chartered Institute of Public Finance (CIPFA) and other regional groups.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3	✓	3	?	0	✗	0

All of the key performance indicators for the Department are on track to be achieved and details are provided within Appendix 2.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

Appendix 1- Progress against Key Objectives/ Milestones
Appendix 2- Progress against Key Performance Indicators
Appendix 3- Explanation of RAG symbols
Appendix 4- Financial Statement

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
FS O1	Set the Revenue Budget, Capital Programme and recommend Council Tax	Report Medium Term Financial Strategy (MTFS) to Executive Board **November 2009.**	✓	The Strategy was reported to Executive Board in 19th November 2009.
		Report to Council in **March 2010**	✓	On track to report to Council on 3rd March 2010.
FS O2	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports	Provide **monthly** financial reports to budget holders within 8 days of month end.	✓	Reports issued on schedule to date.
		Provide **quarterly** financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.	✓	Quarter 2 reports provided on schedule to Operational Directors.
		Provide **quarterly** monitoring reports on the overall budget to Executive Board Sub Committee.	✓	Q2 was reported to Executive Board Sub Committee on 3rd December 2009, showing an overall underspend against the revenue budget.
FS 03	Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards.	Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by **30th June 2009.**	✓	The 2008/09 Abstract of Accounts was approved by the Business Efficiency Board.
		Publish the Abstract of Accounts by **30th September 2009.**	✓	The 2008/09 Abstract of Accounts was published on 30th September 2009 along with a summary of the accounts. Both documents have been made available via the Council's website, HDL, Libraries and information points.

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

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
FS O6	Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.	Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2009/10 **June 2009.**	✔	The Internal Audit Plan for 2009/10 was approved by the Business Efficiency Board at its meeting on 25 February 2009.
		Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in **quarterly** progress reports to Business Efficiency Board.	✔	At the end of quarter 3 of 2009/10, 73.6 per cent of the planned audit days for the year had been delivered.

The third quarterly progress report was presented to the Business Efficiency Board on 20 January 2010. |
| | | Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2008/9) to the Business Efficiency Board **June 2009.** | ✔ | An overall opinion on the Council's system of internal control was provided in the Internal Audit Annual Report (2008/9), which was presented to the Business Efficiency Board on 3 June 2009. |

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

Ref	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Health						
FSLI 1	Receive an unqualified audit opinion on the accounts.	Yes	Yes	Yes	✔	The Audit Commission provided an unqualified opinion on the 2008/09 accounts and reported the findings from their audit to the Business Efficiency Board on 30th September 2009.
Cost & Efficiency						
NI 179	Value of (organisational) cashable efficiency gains.	£2.65m	£3.39M	N/A	✔	The Council's forecast of cumulative efficiency gains for 2009/10 was submitted by the deadline of 23 October 2009. Details of the actual savings achieved are to be submitted by 23 July 2010.
Quality						
FSLI 6	Undertake the external assessment for 75% of the Council's schools undergoing the Financial Management Standard in Schools (FMSiS) accreditation process.	100%	100%	100%	✔	All schools undergoing the FMSiS accreditation process in 2009/10 have requested Internal Audit to undertake the external assessment.

APPENDIX 2 – PROGRESS AGAINST KEY PERFORMANCE INDICATORS
(Financial Services)

Explanation of RAG Symbols

Application of RAG symbols:

		Objective	Performance Indicator
Green	✓	Indicates that the milestone/objective <u>will</u> be achieved within the identified timeframe.	Indicates that the annual target <u>will,</u> or has, been achieved or exceeded.
Amber	?	Indicates that at this stage it is <u>uncertain</u> as to whether the milestone/objective will be achieved within the identified timeframe.	Indicates that at this stage it is either <u>uncertain</u> as to whether the annual target will be achieved.
Red	✗	Indicates that the milestone/objective <u>will not</u>, or has not, been achieved within the identified timeframe.	Indicates that the annual target <u>will not</u>, or has not, been achieved.

APPENDIX THREE – EXPLANATION OF RAG SYMBOLS
(Financial Services)

FINANCIAL SERVICES

Revenue Budget as at 31st December 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance** **To Date** (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	1,527	1,145	1,101	44	1,103
Premises	104	78	78	0	78
Supplies & Services	98	43	47	(4)	61
Transport	44	33	37	(4)	37
Support Services	261	196	195	1	195
Total Expenditure	**2,034**	**1,495**	**1,458**	**37**	**1,474**
Income					
Schools SLA	-158	-129	-125	(4)	-125
Support Service Recharges	-1,823	-1,367	-1,367	0	-1,367
Total Income	**-1,981**	**-1,496**	**-1,492**	**(4)**	**-1,492**
Net Expenditure	**53**	**-1**	**-34**	**33**	**-18**

Comments on the above figures:

In overall terms spending is marginally below the budget profile at the end of the third quarter. This is mainly due to staff vacancies within the Internal Audit Division. It is anticipated that the Department's overall spending will be marginally below budget by the year-end.

APPENDIX FOUR – FINANCIAL STATEMENT
(Financial Services)

QUARTERLY MONITORING REPORT

DIRECTORATE: **Corporate and Policy**

SERVICE: **Property Services**

PERIOD: **Quarter 3 to period end 31st December 2009**

1.0 INTRODUCTION

This monitoring report covers the Property Services third quarter period up to period end 31st December 2009. It describes key developments and progress against <u>key</u> objectives and performance indicators for the service.

The way in which RAG (Red, Amber and Green) symbols have been used to reflect progress is explained within Appendix 4

2.0 KEY DEVELOPMENTS

We currently have one vacant post within the operational team which had been approved for appointing on a 6 month temporary basis, It has been decided however not to fill this post at present given the current situation and projected workload for next year, this situation will be monitored over the coming month.

3.0 EMERGING ISSUES

The current financial climate continues to have an effect on the rental income of our investment portfolio which is evidenced by the occupancy levels for both the markets and industrial units being below target levels.

The continued advance purchase of land associated with the New Mersey Gateway Crossing will have a significant impact once this gathers pace putting increased pressure on Property Services in respect of both the acquisitions and the management of the property.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	7	✔	7	?	0	✘	0

All key objectives and milestones are on target with no problems envisaged.

5.0 SERVICE REVIEW

Executive Board have agreed to a soft market testing exercise for the service. This is currently being undertaken and it is intended to report back to Exec Board on April 1st with regards the proposed way forward for the service.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3	✔	0	?	3	✘	0

The three key performance indicators identified above relate to occupancy levels of both the markets together with the industrial units. The current financial climate is having an impact on these and at present occupancy levels are below target figures. This situation is unlikely to improve until the financial climate changes. Information on all key performance indicators is available in Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	3	✔	0	?	3	✘	0

Three of the indicators relate to the percentage of rent collected, again the current financial climate is affecting this and two of these are currently below target levels. Another indicator not obtaining a green light is associated with cost performance on completed projects, all projects have been completed within budget three being more than 5% under budget which is positive however these do fall outside the parameters of the indicator as such attract an amber light. Details of all 'other' performance indicators can be found in Appendix 3.

7.0 RISK CONTROL MEASURES

During the production of the 2009-10 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were deemed to be necessary

8.0 PROGRESS AGAINST HIGH PRIORITY EQUALITY ACTIONS

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2009 – 2010

9.0 DATA QUALITY

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

10.0 APPENDICES

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

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PS O1	Ascertain the full cost of holding surplus properties and to identify possible sales	Identify, seek Member approval and commence sales **December 2009**	✓	List with planning to seek views.
PS O2	Develop and Implement Strategic Asset Management	Together with service departments complete a review of suitability and sufficiency surveys and analysis for both corporate and service delivery buildings. Conduct cost and value and value analysis **December 2009**	✓	majority of surveys complete and can now be considered some measures resulting surveys have been actioned.
PS 03	Reduce Backlog of maintenance on property portfolio (currently £3.4 m)	£3.3 million **March 2010**	✓	On target to spend available maintenance monies by year end
PS 04	Consider and implement phase 2 of the currently approved accommodation strategy to include Catalyst, Midwood and Grosvenor House, using 8 square meters per person as a basis	Identify accommodation requirements and select preferred option, commence next stage. **October 2009**	✓	Phase 2 accepted by the Council and will be programmed early next year
PS O5	Using Performance Indicators ascertain and improve VfM for the Corporate and Service delivery buildings.	Identify costs and uses for each property holding or group of holdings	✓	On target

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES (Property Services)

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 3	Commentary
PS O6	Fulfil requirements of Asbestos Audits and Management Regulations	Confirm 100% compliance **March 2010**	✓	On target
PS O7	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)	Complete 90% of Priority 2 works by **March 2010**	✓	On target

APPENDIX ONE – PROGRESS AGAINST OBJECTIVES/ MILESTONES (Property Services)

Progress against Key Performance Indicators

Ref[1]	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Health						
PYSLI 3	Occupancy of Industrial Units	89	80	76	?	
PYSLI 5	Occupancy of Market (Widnes) %	76	85	80	?	This is an average figure taking into account the market hall, open market and flee market.
PYSLI 7	Occupancy of Market (Runcorn) %	50	60	50	?	Whilst the market hall continues to struggle, the street market is doing well and has an occupancy level of 90%
NI 185	CO_2 Reduction from LA operations	26,505 tonnes CO2	N/A	N/A	N/A	Baseline figure for 08/09 now produced and submitted to Defra. Year end figures for 09/10 will not be available until year end therefore it is too early to determine whether we are on course for a percentage reduction.
NI 186	Per capita reduction in CO_2 emissions in the local authority area	8.9 tonnes (2007)	7.52% reduction	N/A	N/A	Figures not yet available for 09/10

APPENDIX TWO - PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Progress against Key Performance Indicators

Ref[2]	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Corporate Health						
NI 194	Air quality - % reduction in NO_X and primary pm10 emissions through local authority estate and operations	NOx - 42,990kg PM10 - 1,300kg	N/A	N/A	N/A	Baseline figure for 08/09 now produced and submitted to Defra. Year end figures for 09/10 will not be available until year end therefore it is too early to determine whether we are on course for a percentage reduction.

Progress against 'other' Performance Indicators

Ref[3]	Description	Actual 2008/9	Target 09/10	Quarter 3	Progress	Commentary
Cost & Efficiency						
PYSLI 2	% Cost Performance on projects over £50k (Contract Let to Practical Completion within 5% of the allotted cost – excluding Client changes)	90	90	73	?	11 projects completed 8 are within 5% of the cost the remaining 3 all came in under budget by more than 5%.
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) (Industrial units)	87	95	88	?	
PYSLI 8	% Of rent collected as % of rent due Runcorn market	88	95	90	?	

APPENDIX THREE – PROGRESS AGAINST OTHER PERFORMANCE INDICATORS
(Property Services)

Explanation of the RAG Symbols

Application of RAG symbols:

		<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	✔	Indicates that the milestone/objective <u>will</u> be achieved within the identified timeframe.	Indicates that the annual target <u>will,</u> or has, been achieved or exceeded.
<u>Amber</u>	?	Indicates that at this stage it is <u>uncertain</u> as to whether the milestone/objective will be achieved within the identified timeframe.	Indicates that at this stage it is either <u>uncertain</u> as to whether the annual target will be achieved.
<u>Red</u>	✖	Indicates that the milestone/objective <u>will not</u>, or has not, been achieved within the identified timeframe.	Indicates that the annual target <u>will not</u>, or has not, been achieved.

APPENDIX FOUR – EXPLANATION OF RAG SYMBOLS
(Property Services)

PROPERTY SERVICES

Revenue Budget as at 31st December 2009

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (overspend) £'000	Actual Including Committed Items £'000
Expenditure					
Employees	1,468	1,101	1,088	13	1,116
Repairs & Maintenance	2,535	1,795	1,757	38	2,535
Energy & Water Costs	884	662	531	131	531
NNDR	804	804	794	10	794
Rents	1,033	775	832	(57)	1,045
Property Recharges	1,787	1,299	1,299	0	1,299
Other Premises Costs	90	67	58	9	58
Supplies & Services	147	111	96	15	120
Surveys & Audits	635	423	393	30	603
Agency Related	37	27	22	5	45
Transport	37	26	23	3	23
Asset Charges	1,865	0	0	0	0
Support Services	1,447	378	378	0	378
	12,769	**7,468**	**7,271**	**197**	**8,547**
Total Expenditure					
Income					
Rent – Markets	-1,107	-831	-687	(144)	-687
Rent – Industrial Estates	-1,159	-869	-723	(146)	-723
Rent – Commercial	-519	-356	-389	33	-389
Recharges to Capital	-516	-344	-275	(69)	-275
Accommodation Recharges	-4,201	-3,105	-3,117	12	-3,117
Repair & Maintenance Recharges	-3,043	-2,282	-2,282	0	-2,282
Support Service Recharges	-2,114	-362	-362	0	-362
Other Income	-99	-19	-85	66	-85
	-12,758	**-8,168**	**-7,920**	**(248)**	**-7,920**
Total Income					
	11	**-700**	**-649**	**(51)**	**627**
Net Expenditure					

APPENDIX FIVE – FINANCIAL STATEMENT (Property Services)

Comments on the above figures:

In overall terms spending in the third quarter is above budget. With regards to expenditure Repairs and Maintenance and Surveys and Audits are currently underspent but are expected to be fully spent by the year end.The expenditure on Energy and Water costs is falling due to the negotiation of new contracts so there is an expected saving on this account.The expenditure on Rents at Grosvenor House is expected to be higher than budget following a recent rent review of the property.

With regards to income Runcorn Market is still not fully occupied and therefore income from stallholder rents is lower than budgeted and Widnes Market has reduced stall rents by 10% which has resulted in lower than expected income.

There are still a number of vacant units on all the Industrial Estates and this will need to be monitored throughout the year but it is expected that income will be below target for the year.

PROPERTY SERVICES

Capital expenditure as at 31st December 2009

Capital Expenditure	2009/10 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£000	**£000**	**£000**	**£000**
Disabled Access	270	225	138	132
Council Chamber Refurbishment	30	0	0	30
Municipal Building – Podium Level	238	0	0	238
Runcorn Town Hall Refurbishment	111	78	78	33
Net Expenditure	**649**	**303**	**216**	**433**

Comments on the above figures

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

APPENDIX FIVE – FINANCIAL STATEMENT (Property Services)