

Public Document Pack



**Corporate Services Policy and
Performance Board**

**Tuesday, 25 May 2010 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink, appearing to read 'David WR', positioned above a large green and white curved graphic element.

Chief Executive

*Please contact Gill Ferguson on 0151 471 7395 or e-mail
gill.ferguson@halton.gov.uk for further information.
The next meeting of the Board is on Tuesday, 7 September 2010*

**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)	
<p>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.</p>	
3. PUBLIC QUESTION TIME	1 - 3
4. EXECUTIVE BOARD MINUTES	4 - 23
5. SSP MINUTES	24 - 38
6. DEVELOPMENT OF POLICY ISSUES	
(A) ENERGY MANAGEMENT IN BUILDINGS	39 - 68
7. PERFORMANCE MONITORING	
(A) AREA FORUM 2009/10	69 - 71
(B) STAFF ACCIDENT / VIOLENT INCIDENT STATISTICS	72 - 86
(C) CORPORATE HEALTH AND SAFETY POLICY	87 - 96
(D) ANNUAL REPORT	97 - 105
(E) CORPORATE SERVICES POLICY AND PERFORMANCE BOARD WORK PROGRAMME 2010/11	106 - 107
(F) SUSTAINABLE COMMUNITY STRATEGY PERFORMANCE REPORT	108 - 119
(G) QTR 4 PERFORMANCE MONITORING REPORTS	120 - 199

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

REPORT TO: Corporate Services Policy & Performance Board
DATE: 25TH May 2010
REPORTING OFFICER: Strategic Director, Resources
SUBJECT: Public Question Time
WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).

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

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

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

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

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

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

REPORT TO: Corporate Services Policy and Performance Board
DATE: 25th May 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.

APPENDIX 1

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

EXECUTIVE BOARD MEETING HELD ON 11th February 2010

EUROPEAN AFFAIRS PORTFOLIO

EXB88 REVISED RISK MANAGEMENT POLICY DOCUMENT AND DRAFT CORPORATE RISK REGISTER 2009/10 - KEY DECISION

The Board considered a report of the Strategic Director, Corporate and Policy on the Revised Risk Management Policy Document and Draft Corporate Risk Register 2010-11.

The Board were reminded that the purpose of the Risk Management Policy Document and Corporate Risk Register was to ensure that the Council could maximise its opportunities whilst minimising and controlling associated risks in delivering the Council's vision and services for Halton. The Policy document outlined the framework in which the Council operated Risk Management, linked to performance management.

The Corporate Risk Register had undergone a recent review and the structure amended to incorporate risks under the headings listed in the report. Risk Management training had been provided to ensure officers and Members understood their respective roles in the risk management process. A similar risk management programme for schools had been developed and this would commence in early 2010. It was noted that regular updates would be reported to Management Team and the Business Efficiency Board.

RESOLVED: That the revised Risk Management Policy Document and Corporate Risk Register be approved.

Strategic Director
– Corporate and
Policy

CORPORATE SERVICES PORTFOLIO

EXB89 DRAFT BUDGET 2010-11

The Board considered a report of the Operational Director, Financial Services, which outlined a recommendation to Council in respect of the Budget, Capital

Programme and Council Tax for 2010/11.

It was noted that, at the time of writing the report, the Cheshire Police and Fire Authorities had not set their budgets and Council Tax precepts. However final figures would be reported to Council when the information was available.

The Board was advised that the Medium Term Financial Strategy, approved on 19th November 2009, had identified a funding gap of around £6m to £8m in each of the next three years. The Strategy had the following objectives:

- to prioritise investments in the five priority areas;
- to avoid excessive Council Tax rises;
- to deliver a balanced and sustainable budget; and
- to achieve significant cashable efficiency savings to enable this to happen

In October 2009, a survey was undertaken on the Council's budget with the Halton 2000 Citizen's Panel and the Area Forums; the results had been presented to the Board on 19th November 2009 and were attached to the report at Appendix B.

The Board noted that it was anticipated that balances at 31st March 2010 would be around £7m, broadly as planned when the budget had been set the previous year.

The Board had considered the level of growth and savings at its Away Day on 7th January 2010, including the impact on the Council's priorities and service users. Appendix C contained a list of the proposed savings. The Policy and Performance Boards had been consulted on these proposals, and comments made in relation to the following items were noted:

- Closure of HDL's in Runcorn Town Centre and Ditton on Saturday mornings and the implications for Members' surgeries;
- Bridges and Highways maintenance, and particularly the work associated with pot holes following the recent adverse weather;
- Charging for replacement waste bins; and
- Increases in charges for some Adult Social Care

including home care and day care services.

The Departmental analysis of the budget was shown in Appendix D to the report and the major reasons for change from the current budget were outlined for Members' information in Appendix E. It was noted that the proposed budget total was £129,346.

The Board were advised that given the uncertainties caused by the current economic climate, it had been very difficult to forecast resources over the next two years. The Medium Term Financial Forecast had been updated. The latest forecast shown in Appendix E incorporated a "pessimistic" view of Government grants. However, there were a number of other potential changes to grant which had not been incorporated into the forecast including:

- the impending Learning and Skills transfer, which may add over £12m to the Area Based Grant;
- the potential introduction of free home care; and
- changes to Formula Grant from new data and methodology.

The resultant funding gap was forecast to be around £10m in each year. The Efficiency Programme would reduce this figure but further cost reductions would be necessary to balance the budget.

Further information was provided in respect of the Local Government Finance Settlement, Halton's Council Tax, Parish Precepts, the Capital Programme, the Prudential Code and school budgets. In relation to the Council Tax, it was expected that Halton's total Council Tax would continue to be amongst the lowest in the North West; given that most properties were in Bands A-C, most households would pay less than the "headline" figure.

RESOLVED: That the Council be recommended to adopt the resolution set out in Appendix A of the report, which includes setting the budget at £129.346m and the Band D Council Tax for Halton (before Parish, Police and Fire Precepts) of £1,137.91.

Operational
Director –
Financial Services

STRATEGY 2010-11

The Board considered a report of the Operational Director, Financial Services proposing the Treasury Management and Investment Strategy for 2010/11.

The Treasury Strategy Statement was attached to the report and detailed the expected activities of the Treasury function in the forthcoming financial year (2010/11).

The Local Government Act 2003 required the Council to “have regard to” the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans were affordable, prudent and sustainable. The Act therefore required the Council to set out its Treasury Strategy for borrowing as well as an Annual Investment Strategy, which set out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments. However, ODPM’s guidance now allowed for Authorities to combine the statement and the strategy into one report, and the Council had adopted this approach.

Members noted that the production of a Minimum Revenue Provision Policy Statement was required and a formal statement for approval was contained within the report.

The Board were advised that a number of dramatic events over the past year, including the banking crisis, the credit crunch, the failure of the Icelandic banks, the recession and unprecedented low interest rates, had impacted on the treasury management process.

A training event had been arranged for all Members to attend on 17 February 2010 at The Stadium starting at 5.00pm.

RESOLVED: That Council be recommended to adopt the policies, strategies, statement, indicators and revised code outlined in the report.

Operational
Director –
Financial Services

QUALITY AND PERFORMANCE PORTFOLIO

EXB91 DEPARTMENTAL SERVICE OBJECTIVES AND INDICATORS

The Board received a report of the Strategic Director,

Corporate and Policy on the Departmental Service Objectives Indicators for 2010/11.

It was noted that in the light of the Council's continued drive to increase efficiencies and the resulting departmental and management structures which were put in place, previous arrangements to the business planning process had been slightly revised for the coming financial year.

The report contained departmental service objectives/milestones and performance indicators for each of the four directorates. This would form appendices to individual Directorate Plans presented to Council in March 2010.

The Council had adopted a strategic planning framework to ensure that its community and business based priorities were used to form the foundation of operational activity. To remain effective, the framework had to be sufficiently flexible to respond to, and accommodate changes within organisations' operating environment as they emerged.

It was noted that, as final year-end performance information became available, future targets for both national and local performance indicators may require some revision. Following the approval of the budget by full Council in March 2010, Budgetary Statements would be inserted into Directorate Plans. Any revisions that were necessary as a result of this approval would be incorporated before plans were finalised. In addition, service plans were subject to ongoing discussion to ensure that they were of the highest quality and met organisational requirements. This may result in some minor refinement, for example of "Smart" target/key milestone data.

It was also noted that this year, some realignment may be needed as Directorate Plans were finalised, in order to ensure consistency with the Council's revised management structures.

RESOLVED: That

- (1) the draft Service Objectives and Performance Indicators be received; and
- (2) the Chief Executive, in consultation with the Leader,

Chief Executive

be authorised to make any final amendments and adjustments that may be required.

EXECUTIVE BOARD MEETING HELD ON 4th March 2010

LEADER'S PORTFOLIO

EXB94 LOCAL AREA AGREEMENT REFRESH - KEY DECISION

The Board received a report of the Strategic Director Corporate and Policy which set out the annual review and refresh of the Local Area Agreement (LAA).

Members were advised of the annual requirement to “refresh” the Borough’s 2008-11 LAA, and the report outlined the deadlines for submission and sign-off of the document. The majority of targets were finalised in March 2009. Reward grant would be based on the proportion of targets achieved and for that reason, the majority of targets were non-negotiable since they were signed off in 2009. However, it was noted that the impact of the recession in March 2009 on performance was difficult to predict, and a small number of targets related to the economy were left open for further review this year.

Renegotiations principally focused on indicators set out in Annexe A attached to the report submitted. In relation to the two indicators directly calculated from benefit claimant rates (child poverty and out of work benefits) the target was set to improve in relation to the North West regional average. This was considered less vulnerable to unpredictable national and global shifts than a target based on a particular number.

As well as the annual refresh of targets, Government Office Northwest conducts an annual review of progress toward meeting these targets. The Board were advised that this year, for the first time, this review had been informed by the 2009 Comprehensive Area Assessment. Feedback from the review was expected in late March.

REASON (S) FOR DECISION

Under the Local Government Act (2007) there was a statutory duty on all local authorities to produce a Local

Area Agreement to the format and timetable set down by Government.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

No other options were pursued. The Agreement process was a prescriptive one and Halton had followed Government guidance.

IMPLEMENTATION DATE

The Local Area Agreement would come into force when the Agreement in its final form was agreed and signed by the Minister for Local Government. This was expected to take place on 31 March 2010.

RESOLVED: That

(1) the amended Local Area Agreement targets for 2010/11 be approved; and

(2) the Chief Executive be given delegated authority in consultation with the Leader and the relevant Portfolio-holder to make any final amendments to the Local Area Agreement arising from the further negotiation and approval by the Government.

Chief Executive

CORPORATE SERVICES PORTFOLIO

EXB95 LOCAL AREA AGREEMENT DELIVERY PLAN

The Board received a report of the Strategic Director, Corporate and Policy on the Local Area Agreement delivery Plan.

Since 2002, the Halton Strategic Partnership Board had ensured that there was a Specialist Strategic Partnership (SSP) for each of its five priorities. The Partnerships were commissioned to produce the original Strategies and Action Plans and to update Action Plans setting out their activities post- Working Neighbourhood Funds. A programme to deliver thematic elements of the Sustainable Community Strategy and the Local Area Agreement for Halton, and in particular, address the key measurable outcomes were set out in the report.

The Board noted that proposals within the Action Plans were expected to:

- address the priorities;
- be based on evidence of need and best practice;
- focus on prevention;
- have an exit strategy;
- help the most disadvantaged;
- be cost-effective and good quality; and
- bring an appropriate level of match funding.

Appended to the report were details of the spending proposals within the five thematic partnerships.

RESOLVED: That

- (1) the allocation of the Working Neighbourhood Fund and Safer and Stronger Communities Fund for 2010/2011 referred to in the report be approved;
- (2) the allocation of the Council's Priority Funds referred to in the report, including that contained in the Action Plans, be approved; and,
- (3) delegated authority be given to the Chief Executive in consultation with the Leader and Deputy Leader of the Council to approve amendments to the Actions Plans as necessary.

Chief Executive

EXB96 APPLICATION FOR TWINNING GRANT

The Board received a report of the Strategic Director, Corporate and Policy which detailed an application from Wade Deacon High School for a twinning grant of £2,000.

The Board were reminded that in 1996, the Council

set up a Grant Fund to assist in enabling all members of the community to access and gain benefit from the Council's International Links. The report detailed a number of exchange visits that had taken place since then which had resulted in a number of reciprocal visits.

The application from Wade Deacon High School requested funding to visit No.12 Middle School, Tongling. Members were advised that the exchange visit would help to strengthen the links already in place and were given details of the planned activities together with a breakdown of the costs.

RESOLVED: That a grant of £2,000 be awarded from the Twinning Grant Fund to Wade Deacon High School.

EXECUTIVE BOARD MEETING HELD ON 8th April 2010

LEADER'S PORTFOLIO

EXB102 LOCALITY WORKING

The Board received a report of the Strategic Director, Resources and the Strategic Director, Adult and Community which set out joint recommendations from Corporate Services Policy and Performance Board and the Business Efficiency Board for the development of locality working in Halton following the end of the Neighbourhood Management pilots.

It was reported that the Council's Executive Board in December 2009 agreed to support the creation of a working group to consider how locality working should operate and be funded in Halton when Neighbourhood Management funding ceased to be available from Central Government and that 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.

The Board was advised that the group made recommendations to roll out locality working to the whole Borough based on the current Area Forum footprint. Members were informed that these recommendations were endorsed by a joint meeting of the Business Efficiency

Board and Corporate Services Policy and Performance Board on 18th March 2010.

The full report and recommendations were appended to the report for information in addition to the response from partners and it was reported that there was a very strong view from the three representatives of registered social landlords that there should be a resident presence on the locality partnership boards so that residents had some direct input to strategic decision making.

Members were advised that a letter had been distributed to clarify that the reduction in monies from Area Forum allocations would be on a percentage basis 7.5% less carried across each Area Forum.

RESOLVED: That

- (1) the report on Locality Working in Halton be noted; and
- (2) the following recommendations are adopted.
 - i) Councillors each Area Forum consider the suggestions in the report on Locality Working (appended) for refreshing the way in which public meetings were conducted in order to increase attendance and engagement;
 - ii) Area Forums were renamed to emphasise the new approach (working title Locality Area Forums);
 - iii) each Locality Area Forum established a Locality Partnership Board to meet at least 3 times a year comprising local councillors and partner agencies;
 - iv) each Locality Area Forum conducted an annual review in consultation with partner agencies to identify priority actions for the area;
 - v) a Locality Working Co-ordinating Group be established for the whole Borough with at least one Councillor from each area forum and representatives of key partners to review the operation of these arrangements twice yearly;
 - vi) a sum of £45,000 is top-sliced from the combined budget of the Area Forums annually to

Strategic Director
- Corporate and
Policy

Strategic Director
- Health and
Community

supplement the funding for Community Development support to the forums; and

vii) a marketing strategy is developed for Locality Area Forums.

CORPORATE SERVICES PORTFOLIO

EXB115 CALENDAR OF MEETINGS 2010/11

The Board received the report of the Strategic Director, Resources which set out the proposed the proposed Calendar of Meetings for the 2010/11 Municipal Year appended to the report for information.

RESOLVED: That the Council be recommended to approve the Calendar of Meetings for the 2010/2011 Municipal Year as appended to the report.

EXB116 HALTON BOROUGH COUNCIL'S PEOPLE STRATEGY

Members considered a report of the Strategic Director, Resources which presented a draft of the Council's People Strategy for consideration and comment. It was reported that the Council had initiated two processes that had a significant impact on the way it organised itself as in:

- 1) the Efficiency Review which was changing the way the Council worked; and
- 2) the work with the Leadership Centre to improve the way that the Council's Management Team and Executive Board and in particular make space for the development of strategic policy, complemented by the advice from Sensei UK to Management Team on managing change.

It was noted that Halton Borough Council was developing a People Strategy as this was a major factor in any organisation's ability to implement change and would be dependent upon the availability and potential of its workforce. The strategy had been prepared by a cross-directorate working group and included representatives from Trades Unions.

It was further noted that the People Strategy was

founded upon the principle that developing the people best develops organisations for example if the people were well trained and well motivated they would feel they were being treated well and then organisational performance would follow. The report also set out what a People Strategy was, the purpose of a People Strategy and the implications of the Strategy.

The Board was advised that this was an essential piece of work and was relevant at this point in time in the authority and welcomed the report.

RESOLVED: That the People Strategy for Halton Borough Council be approved.

EXB116 CORPORATE INFORMATION GOVERNANCE HANDBOOK AND ALLIED POLICIES PROCEDURE- KEY DECISION

The Board received a report of the Strategic Director, Corporate and Policy which set out a new policy framework for Information Governance within the Council. Members were advised that the Council had a Corporate Information Governance Group which had met over the last year to produce a user friendly information guidance document. A range of Workshops had been held to develop policies and guidance for areas services which were outlined in the report.

It was reported that following this work a range of new or revised policy documents had been produced together with the Corporate Information Governance User Handbook (CIGUH) and were appended to the report for consideration.

It was further noted that following the formal approval of the CIGUH the Handbook with links to the Council's policy documents embedded in the Handbook, would be available on the intranet and this document would effectively act as the Council Policy for Information Guidance. Various ways on which the CIGUH and allied guidance would be communicated was set out in the report for information.

RESOLVED: That the new Corporate Information Governance Handbook and Allied Procedures be endorsed.

QUALITY AND PERFORMANCE PORTFOLIO

EXB117 CORPORATE CUSTOMER SERVICE STANDARDS

The Board considered a report of the Strategic Director, Resources which set out the Corporate Customer Service Standards for the Authority. It was noted that in February 2008 the Cabinet Office launched its approach to improving standards within Customer Services with the introduction of the Customer Service Excellence Standards to replace the Charter Mark. At this time the Authority was undertaking a scrutiny review of Corporate Customer Complaints and at its meeting on 3rd June 2008 the Corporate Services Policy and Performance Board (PPB) recommended that the Complaints review be followed up by a scrutiny review of the Customer Services taking on board the new Customer Service Excellence Standards.

Two strands to the Scrutiny Topic were outlined in the report for consideration.

The Customer Service Strategy was completed, supported and passed on by the Corporate Services PPB for its meeting on 15th January 2009 where it was approved. It was further noted that first actions from the Customer Services Strategy Action Plan involved the procurement of a company to work with the Council in the pursuit of the Customer Services Excellence Standard. In April 2009 a company called Customer Services Excellence Assessment Services (CSEAS) was appointed.

Members were advised that the Council took a step by step approach to accreditation that would build information and involvement from one stage to the next. Detailed in the report were the steps taken and progress made to date including the approach for monitoring the standards across the Council, the full programme of promotional activities and details of the developments of promotional materials for a media release.

Members were advised that the Council already had a good level of customer services. However the Corporate Standards would help to build on the current position and it was proposed that these Standards would be approved by the Executive Board to progress with the development of related training, communication and monitoring aspects and the pursuit of accreditation of the Cabinet Office Customer Services Excellence Standard.

RESOLVED: That

- 1) approve and draft the Corporate Customer Service Standards and Guidance Notes for staff; and
- 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 as outlined in the report.

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 4th March 2010

(NB: Councillor Harris declared a personal interest in the following item of business due to being a Governor of All Saints Primary School).

CORPORATE SERVICES PORTFOLIO

ES47 UPTON ALL SAINTS - NEW BUILD PRIMARY SCHOOL

The Sub-Committee considered a report of the Strategic Director, Corporate and Policy regarding the tendering process relating to the new build primary school at All Saints CE Primary School, Upton, Widnes.

Tenders were invited from six contractors in a two stage tendering process, designed to ensure that the contractor offering “best value” was appointed to carry out the project. As a result, six tenders were received and from the analysis of the stage one bids, which were assessed on both price and quality, three contractors were chosen to progress to stage two. At stage two a detailed presentation and rigorous interview of each of these 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, John Turner and Sons (Preston) Limited being chosen for this project.

The tendered sum was within the overall budget allowance for the construction works for this project as outlined in the Executive Board meeting on 28th January 2010. The project was due to start in January 2010 with completion of the new school in November 2010 with final completion of the demolition and external works in February 2011.

RESOLVED: That Members note that the tender Strategic Director

submitted by John Turner and Sons (Preston) Limited had been accepted by the Strategic Director, Corporate and Policy, and a contract had been entered into, with a contract sum of £3,056,375.

Corporate and Policy

ES48 SPENDING AS AT 31ST DECEMBER 2009

The Sub-Committee considered a report which summarised the overall revenue and capital spending position as at 31st December 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 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 was actually 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 was 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 and Environment Directorate had been completed, for which one-off back pay costs had been met from reserves whilst on-going additional costs would need to be contained within existing budgets. Appeals in respect of the other Directorates were on-going, as were negotiations regarding the standardisation of terms for Premium Pay.

With regard to electricity costs, these were expected to be approximately £160,000 below budget by year end, following the commencement of a new contract in October 2009, which was secured at favourable prices.

It was noted that investment returns were still in line with budget despite low interest rates due to having locked in to higher rate investments which would expire during this financial year. As a result, investment income would fall significantly next year.

With regard to income, it was reported that this was currently below budget profile in a number of areas, some of which may reflect the economic downturn and at this stage appeared likely to be below budget by year end. It was

expected that these shortfalls would continue into next year and therefore they may have to be taken in account within the medium term financial forecast. However, at this stage, it did not appear that shortfalls in income were having an adverse effect upon the overall budget.

It was reported that capital spending to 31st December 2009 totalled £19m, which was 78% of the planned spending of £24.5m at this stage. However, this only represented 56% of the total capital programme of £33.8m (which assumes a slippage of 20% between years).

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

RESOLVED: That

(1) the report be noted; and

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

ES65 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972
AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION)
ACT 1985

The Board considered:

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

interest in maintaining the exemption outweighed that in disclosing the information.

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

CORPORATE SERVICES PORTFOLIO

ES66 ASSIGNMENT OF HEAD LEASE AT ALBERT SQUARE SHOPPING CENTRE

The Sub-Committee considered a report of the Strategic Director, Corporate and Policy which sought approval to the assignment of the lease for Albert Square Shopping Centre to New River Retail (Portfolio No. 1) Limited. The report also sought consent to notify the current tenant that the obligations within the lease to carry out investment works at Albert Square Shopping Centre had been fulfilled.

RESOLVED: That

(1) authority be delegated to the Strategic Director, Corporate and Policy, in consultation with the Chair of the Executive Board Sub-Committee to determine the requests; and

(2) a further report be brought back to the Sub Committee to note the decision.

Strategic Director
Corporate and
Policy

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 18th March 2010

CORPORATE SERVICES PORTFOLIO

ES77 MARKET STALL CHARGES

The Sub-Committee considered a report of the

Strategic Director, Corporate and Policy which requested Members to increase stall rent by 7% with a reduction to 2% for those agreeing to pay by direct debit or standing order. The proposed increase was in line with the predicted level of inflation, and was designed to encourage a safer and more efficient method of collection.

It was noted that in 2009/10, due to the economic climate, the Council agreed to provide financial assistance to traders in the form of a discount which was in effect worth 12.5%. The decision proved to be worthwhile as the discount helped traders financially and stemmed the potential loss of many businesses from the market.

However, for the forthcoming year the Council had some extremely difficult financial issues to manage, and in normal circumstances may have looked to recover a substantial amount of the discounted rent. Nevertheless, it was acknowledged that trading conditions had not improved sufficiently to consider this option.

RESOLVED: That an initial 7% increase for 2010/11 with the proviso that the increase would be reduced to 2% if payments were made by direct debit be agreed.

Strategic Director
Corporate and
Policy

REPORT TO: Corporate Services Policy and Performance Board
DATE: 25th May 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, 18 November 2009 at the
Bridge Suite, Stobart Stadium**

Present:

Board Members:	Councillor Rob Polhill	(Chairman)
	Nick Atkin	Halton Housing Trust
	Colin Billingsley	Job Centre Plus
	Councillor Dave Cargill	Police Authority
	Debbie Dalby	Halton Voluntary Action
	Beth Edwards	Community Empowerment Network
	Mike Fry	Community Empowerment Centre
	Councillor Hignett	HBC
	Eric Hudson	Halton Chamber of Commerce
	Fiona Johnstone	Primary Care Trust
	Chris Koral	Northwest Development Agency
	Terry Parle	Halton Sports Partnership
	John Redmond	Cheshire Fire & Rescue Service
	Michael Sheehan	Riverside College
	Diane Sproson	Greater Merseyside Connexions Service

Advisors to the Boards

Phil Cornthwaite	HBC
Mike Foy	HBC
Judith Kirk	HBC
Rob Mackenzie	HBC
Gerald Meehan	HBC
David Parr	HBC
Wesley Rourke	HBC
Shelah Semoff	HBC
Helen Slater	HBC
Richard Stevens	HBC

In Attendance::	Ellen Lambourne	IPSOS MORI
	Rose Neville	IPSOS MORI
	Andrew Pladgeman	Chamber of Commerce

Apologies for Absence: Councillor Swain, Councillor Wright, Superintendent S. Boycott (Cheshire Police), J. McCusker (GONW), K. Mothersdale, Rev. R. Jones (Faith Communities) and I. Williamson (Halton & St Helens PCT).

87 MINUTES OF THE LAST MEETING AND MATTERS ARISING

The minutes of the meeting held on 16 September 2009 having been printed and circulated were agreed as a correct record.

The Board was advised that in respect of Minute 77 – LPSA Reward Grant that progress on this matter would be presented to a future meeting of the Board.

88 IPSOS MORI CONSULTATION FEEDBACK

The Board received a presentation from Ellen Lambourne and Rose Neville IPSOS, MORI which presented the findings of the qualitative consultation undertaken with 100 residents in Halton. The consultation asked what they thought of Halton now, what they would like to see in the future, how this could be achieved and the barriers and enablers to achieving their aspirations.

The Board was advised that a series of workshops had taken place in Widnes and Runcorn, including a day event. It was reported that the findings represented people's perceptions of life in Halton. The findings of the workshops were as follows:-

- Issues of concern – Anti Social Behaviour, Teenagers, Drugs, and Rubbish;
- The key priorities for improvement were crime, clean streets and activities for teenagers;
- 70% were satisfied with the local area, half of the remainder felt that there was not enough respect for each other and they did not feel safe at night;
- What was good in Halton – People, community, parks, history, schools, shopping, health, children's facilities, transport, green/leafy and well landscaped;
- What needed to improve – Lack of activities for young people to do, petty crime and antisocial behaviour, drugs, lack of respect, parenting skills, unruly youths, lack of policing and job prospects (all inter related issues);
- Other areas for improvement – the environment (pollution, traffic and lighting), buses, shop facilities in Runcorn, community facilities in general, local schools, visible policing, housing landlord issues and health services;
- What had led to the current negatives? – the economy, the lack of investment, a social decline, less police because of funding, an influx of foreign workers, the loss of major employers and the inconsistency of investment – Runcorn Vs Widnes;
- The Best Possible Future – No pollution, full employment, to feel safe, good community spirit, reduction in crime and community facilities;

- The identified priorities for improvement – Petty crime and antisocial behaviour, job prospects, activities for teenagers, pollution, influence in local decision making, cleaner streets, improved shopping in Runcorn and that everyone needed to work together to improve the inter related issues;
- What needed to be done and how it could be done – Activities for teenagers, more visible policing, more arrests, more community officers, night watch, drug dealers off the estates, close monitoring of landlords and problem families.

In conclusion, it was highlighted that 70% of people were happy to live in Halton. However, they wished to be more informed and involved in what was happening in Halton.

The following points/comments from individual partners arose from the presentation:-

- It was suggested that the issues raised be considered at the development day on 25 January 2009;
- It was noted that the workshops had focussed on improvements and local initiatives had been identified;
- It was noted that it was disappointing that perceptions had been that there had not been a lot of improvement. It was highlighted that significant improvements had taken place in all areas that had been raised in the workshops over the past few years;
- Clarity was sought on whether there had been any feedback on how communication could be improved. In response, it was reported that other Councils had established a close working relationship with the media which had enabled them to counter balance any negativity in the newspaper at the same time as it was being published;
- It was suggested that most people regularly used a mobile phone and face book and this could be used as a communication tool;
- It was noted that more people were in employment in the Borough than previously and the number of young people in business was also rapidly expanding;
- It was suggested that the development day could be used to look at ways of challenging people's perceptions. In addition, it was important to have an open and honest communication strategy and to state what would and would not be possible to achieve;
- It was noted that only 100 people took part in the events;
- the benefits of joint procurement processes was noted; and

- it was highlighted that a balanced approach would be required to raise awareness in the community and to lift the aspirations of the community. This would require better communication both internally and externally.

RESOLVED: That

- (1) the presentation and comments made be noted;
- (2) that Ellen Lambourne and Rose Neville be thanked for their informative presentation; and
- (3) the issues raised be considered at the Development day on 25 January 2010.

89 SAFEGUARDING ADULTS

The Board received a presentation from Dwayne Johnson, Strategic Director, Health and Community on Safeguarding Adults. The presentation:-

- Outlined the national context in respect of Safeguarding Adults;
- Outlined the three local principles that all adults had a right to expect as agreed by the Safeguarding Adults Board;
- Explained the Safeguarding Adults Board in respect of the Terms of Reference, the Membership, the Operational Framework, the Sub Groups, Related Services and Work Plans;
- Set out and explained the Safeguarding Board's and Related Services achievements in 2009; and
- Outlined the priorities for next year.

The Board noted the importance of looking after vulnerable people and the work that was being undertaken to ensure their safety.

RESOLVED: That

- (1) the presentation and comments made be noted; and
- (2) Dwayne Johnson be thanked for his informative presentation.

90 BOARD DEVELOPMENT SESSION

The Board considered a report which sought approval to hold a Halton Strategic Partnership Board 'Development Session' on 25 January 2010.

The Board was advised that the purpose of the 'Development Session', which had been scheduled on 25 January 2010, would be to begin to work out the type of LSP the partnership wanted, and would need for the future, and the resources that would be required to support it. To do this the Board would need to undertake a self-assessment, which would:-

- Review the shared vision or direction the partnership have for Halton, reevaluate common concerns, agree common goals;
- Take the shared vision and use to confirm agreed targets and oversee performance; and
- Consider how the partnership would manage performance and deliver services that addressed common concerns and/or met agreed common goals.

It was reported that this would be a complex piece of work and, therefore, it would be unrealistic to expect that a self-assessment of the Local Strategic Partnership could be completed in one session.

It was proposed that the session would be a half-day event with the intention to divide the 'Development Session' into 3 workshops. Board Members would be invited to attend either workshop 1 or workshop 2 with an invitation to all Board Members to attend workshop 3. The event would culminate in a plenary session. The proposed workshop themes are as follows:-

1. Improving Governance;
2. Improving Partnership Working; and
3. Focus on Total Place 'Counting and Culture'.

The Improving Governance Workshop would cover the following discussion areas:-

- The role(s) of LSP partners in delivering improvement;
- How we engage and consult effectively;
- How we support local capacity building;
- How we conduct our 'Partnership Business'; and
- Assessing and Managing Risk.

The Improving Partnership Working Workshop would cover the following:-

- The LSP's Long-Term Goals – e.g. to what extent the sustainable community strategy reflects the ambition and priorities of the LSP?
- Leading the LSP and creating a culture of working together – e.g. exploring relationships between the Council and other partners;
- Meetings and Messages – e.g. allowing time for discussion and strategic direction setting;

- The benefits of collaboration – e.g. getting the most out of partners;
- Getting things done – e.g. how performance management information is used effectively;
- Common Frameworks – e.g. a performance management framework that is embedded at strategic, executive and operational levels; and
- Shared Systems – e.g. shared accountability amongst and across partners.

The Total Place 'Counting and Culture' Workshop would focus on:

- Developing a process in Halton that maps public sector finance flowing through the borough and its impact on outcomes; and
- Giving consideration to a 'culture' process that looks at how we do things, how we work together and the impact this has on achieving outcomes

It was suggested that other work being undertaken by partners, for example, 3rd Sector Mapping activity would be incorporated into this workshop. Equally, SSPs, may wish to explore a pilot theme of particular importance to take forward, for example, child health, drugs and alcohol, vulnerable adults.

Members of the Board were encouraged to complete the Self Assessment Questionnaire which took some elements of the Audit Commission's Working Better Together document and which would be circulated prior to the event.

The Board agreed that the MORI findings would be incorporated in Workshop 2.

RESOLVED: That

- (1) a half day Development Session on 25 January 2010 be approved;
- (2) The proposed content of the Development Session be agreed; and
- (3) The findings of the MORI consultation be incorporated in Workshop 2.

91 JOINING UP WITH TRANSPORT

The Board considered a report which advised the Members of the Board on the development of the Liverpool City Region Joint Local Transport Plan and highlighted its important role in helping to ensure that the transport needs of Halton's residents, businesses and visitors were met.

The Board was advised that transport could play a key role in helping to address the objectives of Halton's Community Strategy and in the achievement of the targets set out within its LAA. However, in order to ensure that the transport needs of partners were identified and addressed in the development of LTP3, it would be necessary for transport to be at the heart of the Partnership's work in delivering key services. In order to ensure that LTP3 met the needs of the Local Strategic Partnership Board, partners were requested to take a full and active role in the identification of transport issues and the development of appropriate strategies and implementation programmes. This would be facilitated by progress reports to the LSP Board/LSP Transport Board and through direct engagement with partners.

The Board was further advised that the proposed LTP3 goals provided a sound platform upon which transport strategies, policies and implementation programmes could be developed to address both local and sub regional issues. It was recommended that the goals described in paragraph 3.24 be supported by the LSP.

RESOLVED: That the Board

- (1) recognises the importance of transport issues in the achievement of its Community Strategy objectives and LAA targets and support the development of the Joint Liverpool City Region local Transport Plan; and
- (2) supports the proposed Joint Local Transport Plan goals as described in paragraph 3.24 of the report.

92 FAMILY POVERTY

The Board considered a report which provided an overview of the Child Poverty Bill and the implications for Halton,

The Board was advised that in 1999, the Government announced its aim to eradicate child poverty by 2020. The Government now intended to enshrine this pledge in legislation. Since the commitment to eradicate child poverty was announced, good progress had been made. In 1998/99, there were 3.4 million children (26 per cent) living in poverty. By 2006/07 (the latest figures available) this had fallen by 600,000 to 2.9 million children.

In 2004 the Government published the Child Poverty Review which examined both welfare reform and public service changes needed to advance the long-term goal of halving and eradicating child poverty.

The Government built on this in "Ending Child Poverty: Everybody's Business", published alongside the 2008 Budget. This considered: the causes and consequences of child poverty; the costs associated with childhood experiences of poverty for both individuals and society; the impact of Government action so far; and policy direction for the future.

The Board was further advised of the following:-

- That there was a duty on Local Authorities and their partners to co-operated to reduce child poverty in their area;
- That there was a duty to carry out a child poverty needs assessment and produce a local child poverty strategy;
- That there was a duty for Local Authorities to take their duty to reduce child poverty into account when preparing or revising their Sustainable Communities Strategy; and
- Power to issue guidance on how these duties should be performed.

In addition the Queen's Speech today would be addressing child poverty. It was reported that nominations from the partnership were being sought for the short term multi agency Family Poverty Group. Members would receive correspondence in the near future requesting nominations.

RESOLVED: That

- (1) the implications of the report be noted:-
- (2) a lead organisation in consultation with the lead officer for Child Poverty to co-ordinate this area of work be agreed;
- (3) work be entitled 'Family Poverty Group' be established with accountability to the HSP;
- (4) the multi agency 'Family Poverty Group request tailored support from the Centre for Excellence and Outcomes (C4E0); and
- (5) the Board receive regular half yearly reports on the progress towards reducing Child Poverty levels in Halton.

93 CLIMATE CHANGE : NATIONAL INDICATOR 186

The Board considered a report which provided an update following the training event run by Quantum consultants on climate change. The report proposed a framework for partnership working to deliver the Local Area Agreement indicator NI 186 relating to per capita reductions in CO2 emissions.

The Board was advised that the information from the event had been used to help put together a draft action plan for NI 186, which was attached to the report. All partners were asked to identify any other activities that their organisation was undertaking, which needed to be included. In addition the suggestions for joint working that came out of the event were included in the report. Partners were asked to add any other ideas they may have and to ask

the Environment Board to help develop these further. The proposed actions included:-

- Partners to share an 'energy manager,' rather than all paying separately;
- Joint green travel planning for staff, where sites are close together, such as the college and Municipal Building;
- Environment/Climate change to be a standard item on HSPB;
- Develop a joint induction programme for staff/students on environmental awareness. This could then be tailored for each partner organisation;
- The Chamber of Commerce to work with partners to host event for business to enable them to access support and benefit from any opportunities;
- The Environment Board to lead on this work and take this agenda forward. However they may need to review membership to include other partners; and
- To work together to deliver the same messages to the public, for example could health visitors/GP surgeries and fire officers as part of home safety visits also signpost to free grants for energy efficiency?

The Board was also advised that nominations were being sought for the Lead Partner to champion the work on climate change. It was reported that because of the Efficiency Review, the Council, were unable at this time to take the lead on this matter. Members were encouraged to seek nominations from their organisations,

RESOLVED: That

- (1) All partners to provide information on actions they are taking to help address the requirements of NI 186;
- (2) The Urban Renewal SSP, Environment Board be requested to take the lead on overseeing the development of the NI186 action plan, and develop partnership working to take forward new actions, such as those proposed at the Quantum training event. In addition they are also asked to lead on the other climate change and environmental indicators, including those in the LAA NI 154, NI 186, NI 192, NI 5, NI 175 and additional local indicators in the SCS, NI 185, NI 188 and NI 187;
- (3) The HSPB appoint a lead HSPB partner to champion this work on climate change (nominations from partner organisations to be collected); and

- (4) as previously agreed, climate change be a standing agenda item on the HSPB agenda.

94 TOTAL PLACE INITIATIVE

The Board considered a report which informed the Partners of the Government's Total Place initiative and sought consideration of implementing the approach in Halton.

The Board was advised it would seem sensible for Halton to adopt Total Place. Firstly it would provide a clear picture of the level of both central and local public funding in Halton and the consequential effect on outcomes. Secondly it would provide an opportunity to consider how well central and local partners worked together and whether this could be improved generally or in particular areas.

The Board was further advised that progress with the pilots would be reported in the next few weeks, in the pre-budget report and further in the spring budget. It was for the Board to consider whether:-

- a) To proceed now with a Total Place approach; or
- b) To await the outcome of the pilots to get a clearer grasp of the way in which the current and future governments will apply the concept.

In addition, the Board would need to identify and agree particular themes that could benefit from strategic commissioning. Halton's approach to Total Place would also need to be developed in light of the experience of the national pilot areas.

Three themes were highlighted that could be considered when implementing the initiative in Halton:

- Employment Learning & Skills – to address family and child poverty, looking at priorities of a selection of families and the barriers they faced re skills etc,;
- Look at approaches to measuring the difference and impact services had on the people in the Borough and whether their lives were actually improved by developing a set of questions that everyone would ask to ensure consistency across partners; and
- The role and impact of procurement.

RESOLVED: That the Employment Learning and Skills Specialist Strategic Partnership pilot Total Place, focussing on links to family poverty be adopted.

95 SSP PERFORMANCE UPDATES (LAA 6 MONTH PERFORMANCE REVIEW)

The Board considered a report which updated the Partners on the progress to date on the current agreed priorities as set out within the Local Area Agreement.

In respect of NI 142 – the number of vulnerable people supported to maintain independent living – concern was raised regarding the criteria for providing ramps being changed and it was reported that this could cause a major problem for vulnerable people. In response, it was reported that this matter would be discussed within the Healthy Halton SSP.

It was reported that Members could email any comments they had on the new style of the reports for future consideration.

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

96 ANNUAL PUBLIC HEALTH REPORT 2008/09

The Board considered a report which informed the Members of the Annual Report of the Director of Public Health 2008 – 09 for Halton and St Helens Primary Care Trust.

The Annual Report was circulated at the meeting and Members were informed that it could be used as a preparatory resource for the Development Day on 25 January 2009. It was also reported that the theme was 'Health and Equality'.

RESOLVED: That the annual report be noted.

97 MY HALTON EVENT

The Board considered a report which provided information on the initial My Halton – LSP Showcase Event.

The Board was advised that during the course of both events members of the public were asked to complete a feedback form for the chance to win an I-POD. This form asked for views on what makes you sad, mad and glad about living in Halton. A large amount of forms were returned and these will be analysed and further feedback provided on the results of this analysis.

The Board was further advised that the event had provided the opportunity for all partners to promote the work that they were delivering in Halton to the wider community and brought together the broad range of partnership working that was taking place in Halton.

It was commented that consideration would need to be given to where the next event would be held as it would need to be accessible. A partner highlighted that transport was problematic and could cause financial difficulties to some people in deprived areas.

RESOLVED: That

- (1) the report be noted; and
- (2) that all Partners who took part in the event be thanked for their excellent contributions.

98 LOCALITY WORKING IN HALTON

The Board considered a report which invited comments on future arrangements for locality working in Halton.

The Board was advised that the Council's Corporate Services Policy and Performance Board has made a recommendation to the Council's Executive Board that the current Neighbourhood Management arrangements should come to an end when the funding expires in March 2010. It had established a working party to consider the future of locality working in Halton. The Working Party, had not, as yet met and Partners were encouraged to feed in their comments so that they could be considered by the Group.

The Board was advised that the Working Group would be looking at how the good work that had been done by Neighbourhood Management could be taken forward and managed across the Borough. It was acknowledged that approaches to Neighbourhood Management would need to be done differently.

RESOLVED: That partners consider the opportunities for future locality working in Halton and send comments to the Chief Executive of Halton Borough Council by 1 December 2009.

99 ECONOMIC DOWNTURN UPDATE

The Board considered a report which updated the Partners on the activities being undertaken by the Partnership aimed at mitigating the effects of the economic downturn.

RESOLVED: That the report be noted.

100 WNF FINANCIAL SUMMARY UPDATE

The Board considered a report that provided Partners with a summary of spend for the Working Neighbourhood Fund in the second quarter of the current financial year, July 2009 -0 October 2010.

The SSPs had been asked to ensure that project invoices were with the central team as close to the monitoring return deadline as possible so that a clearer picture of spend could be provided to the Board.

The Board was advised that all monitoring reports had been returned to the central team except for two/three. However, the project manager was new in post and the team had agreed that late returns would be accepted.

The Board was further advised that following an SSP Chairs meeting on 13th October, the central team was working with financial colleagues across the SSPs to pull together a different way of monitoring spend. A spreadsheet was being developed that would cover all funding streams covered by the SSPs and would show, for example, when funding ends and variances between expected forecasts and actual expenditure.

In addition, the Board would still be accountable for monitoring the WNF element of funding. However it was reported that SSPs Chairs had asked for a wider picture of funding across the SSPs to be produced, and SSPs would become responsible for the more operational monitoring of expenditure

It was noted that it was half way through the financial year and only £2m of the £6m had been spent. It was agreed that this would need to be monitored.

The Board was further advised that the partnership had been allocated an additional £483,000 in respect of the economic down turn and a report would be presented to the next meeting of the Board for consideration of how the funding would be best utilised.

RESOLVED: That the financial summary outlined in the report be noted as a true and accurate statement.

Meeting ended at 12.05 p.m.

REPORT TO: Corporate Policy and Performance Board

DATE: 25th May 2010

REPORTING OFFICER: Strategic Director Environment and Economy

SUBJECT: Energy Management in Buildings

WARDS: Not applicable

1. PURPOSE OF REPORT

The Board had previously agreed that the Use of Natural Resources topic should form part of their work programme for 2009/10. Given the broad nature of the topic area the Board agreed that they should initially focus on a small number of key areas that offered the greatest scope for reducing the use of resources. Based on the findings of a baseline report the Board decided to focus their attention initially on the Council's approach to energy management in buildings. This report presents the interim findings of the Working Group set up to look at the issues and to seek endorsement from the PPB to the interim recommendations to forward them on to the Executive Board for consideration.

2. RECOMMENDATION: That

The recommendations contained in the report in respect of energy management in Council buildings be endorsed and forwarded to the Executive Board for consideration.

3. SUPPORTING INFORMATION

Following identification of the topic area, the Board set up a Member Working Group supported by officers to consider the Council's current approach to energy management in respect of buildings (including schools) and develop a model of a best practice that would give the Council the most sustainable and affordable way forward for managing energy use in buildings.

The Group received evidence from a number of internal and external sources.

As a result of the investigations to date, the Group have identified a number of interim recommendations in respect of:

- Monitoring and reporting
- Energy management
- Training

- Devolved energy management
- Procurement policies
- Finance
- Renewable energy

The findings of the review and recommendations are set out in the attached Appendix.

There is a growing demand on organisations to manage its resources more effectively and reduce the impact of its operations on the environment. The Carbon Reduction Commitment (CRC) is a new mandatory carbon emissions trading scheme that began in April 2010 and will have financial consequences for the Council. Improving the Council's approach to energy management in buildings will improve the Council's position in the CRC scheme and reduce any potential financial burden. How the Council manages its Use of Natural Resources is a Key Line of Enquiry in the CAA. In addition, reducing energy consumption saves the organisation money that can be used for frontline services. The Council's involvement in the Local Authority Management Programme has led to the implementation of a range of successful initiatives that have reduced carbon emissions and costs. The Group's recommendations build on the work undertaken to date and outline proposals to provide a more structured approach to energy management in buildings and identify opportunities for further energy savings, many of which are in the control of staff who are key factors in driving the energy saving concepts.

4. POLICY IMPLICATIONS

The Use of Resources links into the Council's Corporate Plan and aims to reduce the use of nature resources that the Council consumes in delivering its services. This is consistent with the cross cutting sustainability principles which the Council has adopted. Addressing the use of natural resources is also a key line of enquiry in the Comprehensive Area Assessment.

5. OTHER IMPLICATIONS

The Review Group have found that good house-keeping by managers and staff can save consumption by between 5 – 10 % but if further progress is to be made and sustained this needs to be supported by a range of technical improvements to buildings. The report suggests that consideration be given to setting aside funding to assist with the implementation of energy efficient measures subject to schemes demonstrating that they are more favourable than buying carbon credits.

6. IMPLICATIONS FOR COUNCIL PRIORITIES

The Council's priorities including adopting sustainable principles and

addressing climate change as part of the Corporate Plan and the urban renewal priority. Addressing the use of resources is consistent with the work on this priority.

7. RISK ANALYSIS

None

8. EQUALITY AND DIVERSITY ISSUES

None

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

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

Use of Resources Topic Review – Energy Management in Buildings Interim Report

Report to the Corporate Policy and Performance Board

1 OVERVIEW

1.1 The Corporate Area Assessment (CAA) includes an annual Use of Resources assessment, part of which indicates how well the Council is making effective use of natural resources. The CAA covers energy, clean water, land and soil and materials. The three key areas of focus are

- 1) How well the Council understands and can quantify its Use of Natural Resources and can identify the main influencing factors;
- 2) How well the Council manages performance to reduce its impact on the environment;
- 3) How well the Council manages the environmental risks it faces, working effectively with partners.

1.2 The Policy and Performance Board agreed that the Use of Natural Resources topic should form part of their work programme for 2009/10. Given the broad nature of the topic area the Board agreed that they should initially focus on a small number of key areas that offered the greatest scope for reducing the use of resources.

1.3 The review was started with a report to the Board in September 2009 which provided a baseline statement of the Council's approach to the key areas covered by the CAA. The report was a useful guide to help the Board select key areas to focus upon. The report highlighted that the Council's total energy bill in 2008/09 was £2.9m and CO₂ emissions from all its activities amounted to 26,778 tonnes of CO₂.

This broke down as follows:

	CO ₂	CO ₂ %	Cost
Schools	8,127	30%	£0.6m
Other Council Buildings	10,194	38%	£0.7m
Streetlighting	6,448	24%	£0.6m
Vehicle fleet	1,227	5%	£0.3m
Business miles, casual/essential	503	2%	£0.7m
Waste	279	1%	
	26,778	100%	

1.4 In 2006 Halton Council joined the Local Authority Carbon Management Programme (LACMP) and committed to reduce CO₂ emissions by 20% (4891 tonnes) between 2006/7 and 2012/13. Since 2006/7, despite the introduction

of a range of positive measures that individually have reduced CO₂ emissions, total emissions have risen by approximately 8%. Much of the work to date has focussed on Council buildings and in this area there has been a slight reduction in emissions of 3.7%.

1.5 Based on the finding of the baseline the Board decided to focus their attention initially on the Council's approach to energy management in buildings.

2 SUMMARY

2.1 Reducing energy consumption saves an organisation money that can be used for frontline services, enhances its reputation and contributes towards a reduction in carbon emissions. Energy is a controllable overhead in many buildings, so there are opportunities to make savings. In Halton the total cost of energy from buildings is approximately £1.3m

2.2 The Council has expressed its commitment to reducing the impact of its operations on the environment by signing the Nottingham Declaration and through its participation in the LACMP. The review has identified that the Council's involvement in the LACMP has led to the implementation of a range of successful initiatives that have reduced carbon emissions and costs in Council buildings. These have been a combination of low cost initiatives around staff engagement and the implementation of technical solutions.

2.3 The review has determined that energy savings are achievable across the Council with some initiatives requiring little outlay. Many of the opportunities are within the control of staff who are key factors in driving the energy saving concept. However, to successfully implement change across the Council, Senior and Service Managers need to take a more proactive lead. This approach needs to be supplemented by a dedicated staff and financial resource to support managers to understand the costs of energy and how they can engage and encourage staff to reduce consumption

2.4 The Group acknowledges the Council's commitment to the reduction of energy consumption and recognises the work of the Carbon Reduction Working Group whose work has helped make considerable progress in introducing energy saving initiatives in Council buildings and services.

3 MEMBERSHIP OF THE REVIEW GROUP

3.1 The Review is being undertaken by a Working Group comprising of:-

- Councillor Gilligan (Chair)
- Councillor Lowe
- Councillor Bradshaw
- Councillor Browne
- Councillor Inch
- Councillor Cargill
- Councillor Norddahl

3.2 The Group are supported by the following officers

Jim Yates – Principal Executive Officer
John Hughes – Head of Operations Property Services
Debbie Houghton – Policy Advisor
Dick Tregoe – Strategic Director Environment
Alex Villiers – Scrutiny Officer
Gill Fenna – Local Improvement Adviser

4 TERMS OF REFERENCE

4.1 The Working Group agreed the following terms of reference:-

- to consider the Authority's current approach to energy management in respect of its buildings (including schools)
- to identify initiatives and proposals that will maximise energy efficiency in buildings and provide a positive contribution to reducing carbon emissions and ensure investment represents value for money
- to consider opportunities for the use of renewable technologies in Council buildings
- to identify the financial implications arising from such proposals
- to identify possible sources of funding to support their implementation.

4.2 The key outcomes from the Review are:-

- Develop a model of best practice that would give the Council the most sustainable and affordable way forward for managing energy use in Council buildings
- Recommendations on how the Council can reduce its emissions from buildings
- Recommendations on how the Council can embed carbon management principles across its broad range of services
- Recommendations on potential sources of funding to support the implementation of carbon reduction opportunities

5 METHODS OF ENQUIRY

5.1 The Group received evidence/information from the following internal and external sources:

Head of Operations Property Services
Project Co-ordinator, LACMP
Stadium Manager
Liverpool City Council

Knowsley Metropolitan Borough Council
Gill Fenna – Local Improvement Advisor NWEG
St Helens Metropolitan Borough Council
Carbon Trust
Energy Saving Trust
Beacon Councils on Sustainability

6 RECOMMENDATIONS TO THE EXECUTIVE BOARD

6.1 As a result of their investigations to date, the Group have identified a number of interim recommendations. These have been developed on the basis of the evidence detailed in the findings section of the report.

6.2 Monitoring & Reporting

1. Once the Automatic Meter Readings are installed a performance management system is developed to report consumption data for individual buildings and monitor trends comparing year on year usage on a monthly basis. The new Centre of Excellence for Performance Management be asked to support the development of the performance management system.

2. Data from the performance management system, together with progress on significant projects, be reported to the Carbon Reduction Working Group and the Corporate Policy and Performance Policy Board

3. Service Area Business Plans include building energy and water use data, costs and carbon emissions, and targets to reduce these in line with the overall Council target

4. Managers be given access to AMR website data where they can view instant energy reports. Managers, with the support of the Sustainability Project Officer use the information to monitor site performance and engage with staff to explore ways in which they can reduce consumption.

5. To support the introduction of AMRs and the creation of a performance management system for energy management, consideration be given to purchasing a software system to identify areas and trends of high consumption and in particular to monitor and explore how night loads can be reduced.

6.3 Energy Management

1. To ensure that the Energy Management Policy is fully implemented the Council provide a dedicated resource to monitor AMR data, report against baselines, identify high levels of consumption, carry out additional audits on Council buildings where high consumption is identified, and draw up programmes for energy efficiency schemes within Council buildings. In the first instance the role of the Sustainability Officer within the new Environment Directorate be reviewed with a view to these functions being included in the post holder's responsibilities.

2. During 2010/11 the Carbon Reduction Group, in consultation with Corporate and Policy Performance Board, be asked to draw up a programme of works arising from the multi site audits currently being carried out by the Carbon Trust.

3. To continue to support the work ongoing in IT to reduce the impact of emissions from the IT infrastructure and equipment. The Carbon Reduction Working Group, in consultation with IT develop a detailed action plan to reduce the impact of emissions from the future use of IT, with particular emphasis on the data centre room.

4. Given the significant level of carbon emissions from schools and the impact that schools will have on the Council's CRC commitment, further work be undertaken with a view to exploring how schools can be supported to reduce their energy consumption. Initially, a pilot should be undertaken with a small group of schools to explore the merits of the Eco Schools Programme.

5. Consideration be given to develop a specific schools programme drawing on the good practice from other schemes e.g from Rochdale MBC and CREATE.

6. As part of the any future building refurbishment programmes a full audit and assessment be undertaken to ensure that energy efficient measures are included in the refurbishment plans.

7. As part of future refurbishments, where practicable, break out facilities and zonal heating be provided to enable individual items of electrical equipment to be removed from offices. In the meantime an audit of offices be undertake to see whether shared arrangements can be adopted across offices to reduce the number of electrical items currently used.

6.4 Training

1. Managers be supported by the development and delivery of an in house training course. The Carbon Reduction Working Group together with the Training Centre devise a short in house training programme to be delivered to all managers

2. The Council continue to develop promotional activity through posters, stickers and to support staff and managers the Carbon Reduction Group is asked to review the Green Guide with a view to distributing it to all managers to share with employees and look at developing a specific space on the intranet to provide good housekeeping advice to employees

3. The Council take advantage of national campaigns such as Energy Awareness Week run by the Energy Saving Trust to run its own internal campaigns, and identify opportunities for external support for internal programmes.

6.5 Devolved Energy Management

1. Once the training programme has been rolled out to managers, initially all self managed buildings (ie libraries, Community Centres and Children Centres etc) to adopt the good practice model implemented by the Stobart Stadium and

- adopt an Energy Mission Statement and set up an Employee Group to monitor implementation of the Policy and monitor consumption on a monthly basis. Where appropriate this be built into the existing Core Brief monthly team meetings
- arrange training for their staff on good housekeeping techniques, including casual and agency staff
- share with all staff the cost and usage of energy based on monitored meter readings A table of energy usage comparing year on year usage be produced each month and used in monthly team meetings
- identify, with staff a range of opportunities for saving energy through good housekeeping.
- appoint individuals to carry out energy audit walkabouts and report back to the Group on the range/level of equipment left on when not in use,
- introduced a “switch off” campaign, supported by promotional material,
- put up promotional energy saving literature from the Carbon Trust Web Site around the building.

6.6 Procurement Policies

1. That as part of the future procurement of plant and equipment whole life costing principles be included in the tender evaluation

2. All future building refurbishment programmes are underpinned by whole life costing principles

3. All future refurbishment schemes be shared with External Funding with a view to developing bids for any external funding opportunities that may be available to the Council.

4. As part of the BSF programme the proposals for carbon reduction ensure that BSF schools actually reduce energy, despite the increased demand on facilities

6.7 Finance

1. As part of the 2010/11 budget process consideration is given to establishing an Energy Fund, from the Invest to Save Budget, to support the implementation of projects arising from the Carbon Trust multi site audit, and others assessed as economically feasible or alternatively ring fence a proportion of the Invest to Save budget for energy efficient projects

2. Subject to funding being made available the feasibility of applying to Salix to match this Energy Fund should be investigated.

3. Subject to funding being made available criteria be developed to assess the Carbon Abatement costs of individual schemes and schemes that demonstrate that the combined energy savings and costs of carbon credits are more favourable than buying carbon credits should be implemented through the scheme.

4. To support the Council's preparations for the Carbon Reduction Commitment consultation be undertaken with the Carbon Trust with a view to the Council adopting the Carbon Trust Standard in order to reduce the financial liability of the CRC. This work be monitored through the Carbon Reduction Group.

5. The Programme of works following the Carbon Trust audit recommendations should be shared with the External Funding Unit to explore opportunities for attracting grant funding for projects.

6. Further discussions take place with the Children and Young People's Directorate about the impact of CRC and the potential to use Salix Finance for school projects.

6.8 Renewable Energy

1. The Council's position on introducing renewable energy sources into the building portfolio be noted but further work be undertaken as part of future refurbishment schemes to assess the feasibility of developing renewable energy sources in the light of the introduction of Feed In Tariffs and the proposed Renewable Heat Incentive.

7 REVIEW FINDINGS

7.1 Legislative Framework

There is growing demand on the organisation to manage its resources more effectively and reduce the impact of its operations on the environment. There is now a raft of legislation that requires the UK to cut carbon emissions. Carbon reduction targets are included in the Climate Change Bill and the requirement to display Energy Certificates in buildings over 1,000sq m is included in the European Energy Performance in Buildings Directives. Central Government has made it clear that local authorities have a key role to play in reducing emissions nationally. The Council's performance in managing its emissions is now measured through NI185 and the Use of Resources Assessment.

7.2 The Carbon Reduction Commitment

The Carbon Reduction Commitment (CRC) is a new mandatory carbon emissions trading scheme that begins in April 2010 and has financial consequences. It applies to public and private sector large non-intensive energy users that consume around £0.5 million of half hourly electricity and will cover almost all energy use thereafter. DECC currently estimate that around 5,000 organisations will participate in the scheme.

Most county and unitary councils will have a legal obligation to participate in the scheme and to take responsibility for state funded schools and academies. This means that all council operations are included, such as administrative offices, leisure centres, social care homes, etc.

CRC participants must account for at least 90% of their emissions and will be required to calculate and purchase carbon allowances each April, to cover emissions generated at a fixed price of £12 per tonne of CO₂ for the first three years and then through an auction. For Halton Council the initial cost in 2010/11 will be around £200,000. Some of this money will be returned to CRC participants each October depending on their league table position, which is determined by their performance in reducing emissions from energy use against the performance of others in the scheme. This means that 6 months will exist between paying for allowances and receiving a recycling payment, which may exceed or be less than the cost of allowances purchased, introducing budgetary uncertainty.

The league table will be publicly available and it is widely expected that it will have a reputation risk or enhancement value. Importantly, the league table position will also determine a bonus or penalty factor applied to a participants recycling payment. The scheme's aim is to reward a well performing organisation while penalising those with poor performance. This will start at $\pm 10\%$ in Year One but rise to $\pm 50\%$ by Year Five. Although these league table performance metrics are fixed, the actual financial penalty and bonus can be even greater or lower than these percentages.

Councils will have responsibility for state-funded schools (including Academies). This means that a constructive dialogue for sharing data and reducing energy consumption in schools should take place. The risk of a cross subsidy through the CRC of the councils general funding stream and its dedicated schools grant should be addressed urgently.

The CRC places a statutory responsibility on organisations to understand their carbon footprint, monitor and accurately record the amount of energy that they use. There are financial penalties for non compliance and inaccurate reporting of data. The pro-active use of this data provides real opportunities to improve the transaction efficiency of management systems, save money by reducing energy consumption, and achieve better energy contract prices.

Installing AMRs across the Council's buildings will help the Council improve its position in the league table and ensure that the Council would not be fined for non compliance with regards to data collection and reporting requirements. The Council's position could be further enhanced by seeking the Carbon Trust Standard but there is a cost of between £5,000 - £8,000 towards this and in order to achieve the Standard the Council would need to demonstrate that it had robust data collection procedures and an action plan for reducing emissions from its buildings. At the present time the Council does not have a specific action plan to reduce emission from buildings but there have been a number of individual projects carried out through the LACMP. A multi site audit being carried out by the Carbon Trust will offer the Council the opportunity to develop a plan but this would need to be supported by financial resources. In developing action plans the review heard that in deciding what schemes would be beneficial Marginal Abatement Costs should be taken into account. These included a number of variables attributable to a specific energy project.

7.3 Tackling Energy Reduction

The Carbon Trust advocates a structured approach to energy management as experience shows that there is a clear sequence of events that brings about better results.

The key principles of a structured approach were

- To allocate a staff resource to oversee the implementation of an Energy Policy
- The development of an Energy Policy to establish energy reduction targets and timetables, supported by financial resources
- The development of a staff awareness campaign and training programme
- The implementation of a structured approach to energy audits across the Council's portfolio
- The development of an ongoing implementation plan based on the audits findings
- A performance monitoring process to measure the success of the Plan

The Review identified that the Council already has an Energy Management Policy. The Policy aims to pursue energy efficiency in the design, maintenance and management of buildings. The key objectives are to:-

- gain control over energy consumption by reviewing and improving our purchasing, operation, motivation and training practices
- safeguard the gains by establishing and maintaining a management information system designed to ensure that information is delivered to

those who need it, on time and in a form which supports their decision making

- invest in a rolling programme of energy saving measures which will maximise returns on investment in order to generate funds, which can be re-invested, at least in part, in further energy management activities
- carry out energy and water audits on a prioritised basis focussing on high usage properties. A sum of money will be dedicated for this purpose.
- raise awareness and promote good practice amongst staff and users and to promote the benefits of energy efficiency.

The Policy advocated a performance management system to report on energy management consumption and activities.

The Panel felt the Policy itself was sufficiently robust and in comparison to the Carbon Trust good practice model compared favourably. However, from the evidence presented it was identified that the Policy was not being fully implemented. Since the Council's involvement in the LACMP energy efficiency initiatives are proactively promoted in the design and refurbishment of buildings. A programme of water audits has been undertaken and more recently a prioritised series of energy audits are being undertaken by the Carbon Trust, although this is only a recent initiative and there are no plans to continue this after the multi site audit has been completed. There is currently no dedicated budget to fund energy efficiencies but some projects have been implemented through the Invest to Save Budget. There have been a range of activities within the Council to raise awareness of energy management but this still needs to be further embedded across the Council. Baseline data is collected but there is no performance management system to monitor consumption and activities. There is currently no dedicated resource in post to implement the recommendations of the LACMP - the Energy Saving Trust recommends one full time post per £1m energy spend.

As such the Panel felt that whilst positive steps are being taken, the Council's approach is piecemeal and lacks strategic co-ordination. The Panel felt providing a dedicated staff resource to monitor the baseline data to identify high levels of consumption, carry out regular audits and support managers to address high consumption level would ensure the Council Policy would be more in line with the Carbon Trust good practice model. This should be supplemented by a dedicated budget for implementing energy management improvements.

7.4 Energy consumption benchmarking

The review heard that the Carbon Trust identifies typical and good practice benchmarks for a variety of local authority buildings. The energy consumption in the Council's buildings and schools is in many cases in excess of the Carbon Trust's typical and best practice standards. There could be a number of factors affecting this such as the age of the building, hours of operation and design features such as heating and boiler controls.

Energy consumption in the Council's buildings and schools is, in many cases, well in excess of the Carbon Trust standards. The Carbon Trust Toolkit used as part of the Carbon Management Programme includes 110 sites that include a comparative typical and best practice standards for consumption.

Electricity consumption performance at 68 sites (62%) is worse than both the typical standard and the best practice standard for comparative sites. A degree of caution needs to be taken with the above figures given potential discrepancies in the baseline data. The age and design of many of the Council's buildings and schools will be key factors as many have potentially inefficient plant and equipment. The Group considered that developing a more structured approach to energy management could increase the number of buildings that were compliant with the Carbon Trust benchmarks.

7.5 Energy Consumption Data and Baselines

Energy consumption data is currently obtained from a combination of actual meter reading and estimates. Property Services co-ordinate the payment of all energy bills for the Council buildings, with the exception of schools. Property Services maintain a record of energy use for all sites. Data is extracted from the energy invoices and input into the P2 system retrospectively with some of the information based on estimated readings.

Schools receive energy invoices directly from their energy suppliers and are responsible for organising payment from their delegated budgets. Schools who purchase their energy through the corporate contracts do not need to send invoices as Property Services can obtain data from the utility companies. Currently only 3 schools purchase from outside the contract and there are systems in place with these schools in order to obtain data, so data collection is not a really an issue.

As part of the LACMP the Council input all the data from the P2 system into a spreadsheet to develop a carbon baseline. The baseline year was 2006/07. Based on the information input the Council carbon footprint from buildings was 17,776 tonnes of CO₂.

Current data shows that despite pro-active measures being taken to reduce consumption, CO₂ emissions from buildings have risen slightly from 17,776 tonnes in 2006/7 to 18,321 tonnes in 2008/9. Although for Council Buildings there has been a slight reduction from 8477 tonnes to 8127. Factors such as an increase in IT equipment and longer building opening hours since core hour were removed will have an adverse effect on the measures implemented. In addition, due to the estimated bills the 2008/09 figures may be slightly above the true consumption data.

7.6 Targeting and performance monitoring

A consistent message in the evidence received is that monitoring and targeting is the foundation for developing energy savings. The evidence presented to the Group indicated that there are still significant gaps in the monitoring of energy use. Developing a more robust monitoring system is important in taking forward a co-ordinated approach to energy efficiency. The Panel highlighted that the Council's spend on energy is £2.3m but this is not currently actively managed.

The Council's ability to monitor, analyse and manage energy consumption effectively has been limited by a lack of monitoring technology across the Council's sites i.e. the lack of accurate consumption data reading technology (AMRs), and a lack of sub metering within various departments or on a floor by floor basis (e.g. the Municipal Building only has one meter so we can not sub divide data). Property Services have clear responsibility for energy management but without a dedicated resource it makes it more difficult for the Council to:

- Actively monitor usage in order to analyse data targeting areas of waste
- Research grant funding opportunities
- Budget accurately for future energy costs
- Identify opportunities for reducing consumption and CO2 emissions
- Reduce energy costs
- Collect comprehensive data for emissions
- Ensure that the appropriate number of credits are purchased for the Carbon Reduction (CRC) Scheme

AMRs are currently being installed on all sites where possible. This technology should be fully operational by April 2010 so data for electricity and gas will then be available across these sites. This will enable consumption to be analysed in more detail which will help in the detection of increased consumption due to failed or faulty equipment enabling corrective action to be taken.

Whilst this will improve the Council's ability to collect accurate data, the ability to fully utilise this information will be limited if no dedicated resource is available to manage and use the data and the Council has no software system to monitor trends, night loads and areas of high consumption.

The Group has received evidence from Liverpool and Knowsley who saw significant financial benefits from this approach particularly looking at how to reduce base loads at night when a significant proportion of energy is used when buildings are unoccupied.

Energy Management Systems

Evidence from **Liverpool** showed that their use of software had helped them to identify energy base loads of buildings and had highlighted that nearly 60% of their energy was used outside office hours. Liverpool is using this information to explore how they could reduce base loads at individual buildings.

Knowsley have a team of four staff dedicated for energy management (although one member is focussed on domestic properties). Knowsley collect data on energy use for all their buildings and similar to Liverpool used an energy management software system (Eco Warrior) to help performance manage consumption. Each year an annual report is produced setting out annual costs and consumption for each directorate and schools. Data on individual buildings is also reported with comparisons from the previous year showing whether consumption has increased or decreased. The software system can prepare drafts on a monthly, daily, quarterly basis that can be shared with those responsible for the building. The data could be used to set targets for reducing consumption in buildings.

During the year one member of staff from the dedicated team continually analyses data from the Eco Warrior system to identify anomalies/potential increases in consumption at the various sites. Where consumption is increasing site visits are undertaken and discussions take place with those responsible for building management in respect of good housekeeping and to look at potential technical improvements such as changes to boiler controls, heating controls, temperature levels, lighting controls etc. Meetings are arranged with the staff to explain good housekeeping methods and audits of buildings are undertaken to identify technical measures that could be introduced to reduce consumption.

Annually staff awareness training is delivered by the dedicated team. This is normally arranged by sector i.e. leisure buildings, social care buildings, educational establishments etc.

The Panel felt strongly that an Energy Management Strategy supported by a dedicated staffing resource and budget would provide a more strategic and co-ordinated approach. The Panel heard that within the new Council Structure a post was being established to help support the delivery of sustainability projects. The Panel felt that this post should be utilised to provide some support to building managers to help them reduce and performance manage energy consumption from buildings they had responsibility for.

At the present time energy costs are not assigned to departments and no targets are set for individual buildings. This is partly as most buildings only

have one meter and as such it is not currently possible to assign costs to departments. It is only possible when a single department or service is responsible for the whole building. At the present time, the majority of utility bills are based on estimated readings although the installation of AMRs will enable the Council to obtain 100% accurate consumption data. The AMR installation programme will be completed prior to the start of 2010/11

At the present time service plans make reference to the Council's commitment to reduce emissions by 20% over the next five years but individual services do not specify how they will help contribute to this overall target.

In order to improve the monitoring and performance of energy usage the Panel would like to see the following activity implemented when AMRs are fully installed.

Service Area Business Plans should include building energy and water use and carbon emission reporting for buildings.

Managers should be given access to AMR website data where sites can record their own meter readings and view instant energy reports. Managers, with the support of the Sustainability Project Officer should use the information to monitor site performance and engage with staff to explore ways in which they can reduce consumption. The model adopted by the Stadium Management should be implemented across all buildings.

Managers should be supported in the process by the development and delivery of an in house training course.

7.7 Implementation of Energy Efficient Measures

The Panel heard that energy audits were not currently carried out on a priorities basis focusing on high usage properties. Display Energy Certificates and associated energy reports are carried out at all public buildings over 1000sq/m. This gives general information with regards potential for reducing energy consumption but these are not used to identify future energy saving projects. The Panel noted that since the Council had been involved in the LACMP a number of successful projects had been implemented which had reduced consumption.

The Council has installed voltage optimisation equipment at 7 sites: Kingsway Learning Centre, The Brindley, the Corporate Training Centre, Municipal Building, Stobart Stadium, Widnes Market and Runcorn Town Hall.

There is an ongoing programme to install devices in the following buildings: Halton Lea Library, Rutland House, Waterloo Business Centre, Picow Farm Road, Widnes Direct Link, Halton Lea Direct Link, Runcorn Market Hall, Oak Meadow, Lowerhouse Lane Depot.

A case study undertaken at the Stadium indicated that the voltage optimisation equipment is reducing consumption by at least 14½% which equates to an annual emissions saving of 165,080 kilogrammes of carbon. The Council has recently secured £100,000 in the form of an interest free loan from Salix to complete this programme.

The Council has entered into a three year contract in late 2008 with a company called ADSM who are a water management company. They carried out water audits at all corporate sites (not schools) with regards water consumption. They identified various water savings measures and were subsequently commissioned to carry out work which they did and they now actively monitor water usage. This has resulted in reduced water consumption at various sites, some by a significant amount.

A programme of works to improve energy efficiency at the Stobart Stadium has been completed. Electricity consumption has reduced by 24% (including voltage optimisation equipment and an awareness campaign). The reduction is based on the consumption data from the 6 month period between 1st April and 30th September.

Carbon management will be a feature of the Building Schools for the Future Programme. At the present time the intention is to refurbish buildings to a BREEAM standard (good) and targets have been set for each school in respect of renewable energy provision. However, experience from other authorities has shown that schools built under the BSF programme typically increase their electricity consumption through the increased use of IT equipment and extended hours.

At the Town Hall Runcorn energy efficient measures were incorporated into the new/refurbished building. This included increased insulation at roof level, double glazed window units, cladding and solar shading to stop excessive solar gain in the summer (negating the need for air conditioning), photovoltaic panels (that convert sunlight into electricity which is then connected into the building power supply), voltage optimising equipment, daylight sensory lighting and energy saving lights, upgrade to the heating and boiler system including heating zoning areas to allow heating to be turned off in areas when not in use. Central kitchenettes are provided with water boilers/ chilled water/fridges and microwaves in order to remove the general need for fridges and kettles within the office environment. The toilets are fitted with energy efficient hand dryers and push taps. Energy consumption is estimated to reduce 14%.

When buildings are refurbished Property Services look at the potential for introducing as much energy efficient technology as possible but the Panel felt that Runcorn Town Hall should not be seen as a one-off project but the model for future building refurbishments.

In addition to the above initiatives the Council has an ongoing maintenance programme which enables various energy efficient schemes to be

implemented across the Council's Property Portfolio e.g. roof insulation, double glazing and boiler replacement schemes.

The Council has made good progress in implementing initiatives, however, the lack of a structured programme of energy audits and monitoring data was impacting on the Council's ability to implant a more rigours and proactive approach to energy management. Liverpool and Knowsley have recognised the benefits of such an approach and are proactive in identifying energy hot spots and implementing measures to reduce consumption. The Panel recognised this would require a specific financial resource.

7.8 Information Technology

ICT is a major use of energy and natural resources. The Garner Group estimate that the ICT Sector is responsible for about 2% of national carbon emissions. The Carbon Trust estimates that office equipment now accounts for about 15% of total energy use in the UK. This figure is set to rise to 30% by 2020.

Every new computer server, PC or printer and mobile device the Council uses needs power and a vast infrastructure to support them e.g. application servers storage back up systems via the wireless communications network, anti virus servers, internet firewalls, e-mail servers and web servers which all rely on a continuous supply of electricity. A responsible green ICT system can play a significant role in reducing carbon emissions whilst, at the same time, allowing people to work more flexibly. Current initiatives within ICT to reduce emissions include:

- Switching from tube monitors to flat screens (which use around 50% less energy).
- The introduction of multi-functional devices has reduced the need for desk jet and ink jet printers, which are less environmentally friendly and reduce the number of printers within the Council.
- Virtualisation allows ICT services to consolidate the number of servers and decrease operational costs through less physical equipment that need less power to run and cool. ICT services have been working with external suppliers to virtualise a number of servers.

Data centres are a large user of power. The data server room at the Municipal Building was noted by the Council as being a particular high consumer of energy. An energy profiling exercise was undertaken and it was noted that the electrical base load is in the region of 80% of the total load which is obviously a significant amount (the building has an electrical loading of 3,600 kWh Monday to Friday and the associated base loading is 2,800 kWh). The IT Data Server was subsequently sub-metered in an attempt to quantify how much this area contributes to the overall base load. It was noted that the energy

consumed within this area was indeed 65% of the overall base load. This was partly due to the night and weekend load.

As the server room contains IT equipment that needs to be running constantly the opportunities for energy reduction of associated equipment will be restricted somewhat. Also the room air conditioning equipment will be utilised on a constant basis as the heat loads emitted by the PC equipment will constantly require cooling. A recent survey conducted by the Carbon Trust had identified a seven point action plan that included changes to the cooling units, fan controls and in rack stacking. The report highlighted that the Plan would cost approximately £33,000 to implement but could achieve £18,000 per annum, a pay back of 1.7 years. There was also scope to examine whether the night load from the server room could be reduced.

The role of ICT can be much wider than just reducing its own emissions. Several reports have pointed out that the use of ICT has the potential to reduce carbon emissions by far more than ICT's direct contributions. For example, ICT can facilitate the use of video conferencing virtual conferencing and all flexible home working arrangements. If these measures were to be pursued the Council would need to ensure that the savings in transport actually compensated for the increase in IT

7.9 Use of Electrical Equipment

The Group identified that as part of the refurbishment of Runcorn Town Hall break-out facilities had been provided with constant hot and cold water, microwaves and fridges. Zonal heating and improvements to boiler controls had been introduced alongside shading equipment which cooled the building down in the hotter months. As a result, employees did not need individual kettles, microwaves and fridges and heating and air conditioning units. This has the potential to reduce consumption at the building from the use of personal items and reduce the night base load at the building. In other buildings there are no controls on the use of electrical items although alternative facilities are often not available. The Group felt that the model adopted at Runcorn Town Hall should be used for other refurbishments and the aim should be to remove personal electrical items. The Group noted that often each office has their own equipment which contributes to an increase in consumption. There is scope in the meantime to reduce the number of electrical items by offices sharing equipment, and this could be promoted through the Green Champion Network.

7.10 Schools

Energy consumption in schools accounted for approximately 60% of the carbon emissions from buildings. To date progress in involving schools has been minimal, except for considering opportunities to introduce energy efficiency measures as part of the Building Schools for the Future Programme and the Capital Pot.

As part of the multi site audit four primary schools and a secondary school had been included and the findings when available would provide information specific to the four schools but which could potentially be shared with others.

The Group also heard that the Council had identified four primary schools and a secondary school to work with to explore the benefits of the Eco School Programme. This is due to take place over the coming months and once the pilot has been evaluated consideration will be given to rolling the programme out to other schools.

Durham Council has around 250 schools. It has already carried out improvements to lighting and the building fabric of most of its schools, and in 2010 is starting a major programme to support behaviour change in all of its schools. To do this, the Council is employing 3 Carbon Reduction Officers to work with headteachers and staff on training, awareness-raising and integrating energy conservation into the curriculum, as well as developing specific energy efficiency projects. Funding for the posts will come from the overall schools energy budget with savings returned to that budget. The Carbon Reduction Officers will be supported by the Energy Team on technical issues.

Rochdale Borough Council has 74 schools. In 2002 they allocated specific officer time to co-ordinate sustainability activity in schools and promote the Eco-schools programme. A key part of this work was to set up the Rochdale Education for Sustainability Network – a network of RMBC staff, teachers and school staff and external agencies such as Groundwork – to work together to run projects, provide resources and share advice and information. In 5 years the network helped to increase the number of Eco-schools from 7 to 68, including one permanent Green Flag school, and the Council continues to support the network with 1-2 days/week of officer time.

7.11 Energy Fund

The Panel heard that the overall maintenance budget is circa £2.5m, approximately £1.1m of which is available for programmed maintenance work. There are no real energy efficient projects undertaken out of this pot, however projects such as re-roofing, new windows, and new boilers do help the energy efficiency programme. There is also no assessment undertaken of the energy savings made from the work undertaken.

Projects included in the Carbon Management Plan have been primarily funded from the Council's Invest to Save budget (Stobart Stadium Power Perfectors, and MFDs). However, this is not ring fenced for carbon/energy purposes and as such the Council is not able to draw up a rolling programme of energy improvement across its portfolio but tries to introduce measures as and when building refurbishment takes place or specific projects are identified.

The multi-site audit of a number of buildings would help the Council develop a long term programme of energy efficient measures but would require some financial investment.

The Panel was advised that a number of Councils had set up Energy Recycling Funds as an Invest to Save Initiative. Many of these have used Salix Finance. This is a mechanism, managed by the Carbon Trust, to provide 50% funding for energy saving projects that meet strict payback criteria. The Council must set up a ring-fenced fund into which the cost savings are paid over an agreed timescale, thus creating a fund for investment in future energy saving projects.

Invest to Save Examples

Stockport Council set up a 3-year Invest to Save scheme in 2006/7 with £50,000/year from Salix and £50,000/year internal finance (i.e. £300,000 total over 3 years). Stockport's Salix programme has now ended and they are now proposing a ring-fenced fund for investment in carbon reduction projects based on their maximum liability for the Carbon Reduction Commitment – i.e. how much it would cost if they were to finish bottom of the table each year for 5 years.

Knowsley MBC dedicated team have access to an energy fund of £200,000 which is used to fund energy reduction projects identified from the audits. The savings in consumption are paid back by the responsible department and recycled back into the energy fund. The fund has been used mainly for small projects such as boiler controls, lighting controls etc.

Lancaster City Council (a district authority) has set aside £100,000 for energy efficiency projects over 5 years (£20k/year). Following a Carbon Trust audit, this has been invested in a range of measures at the leisure centre (pool covers, variable speed drives, lighting controls) power factor correction and a small budget to support the Bright Sparx green champions.

Gateshead Council has set up an Invest to Save scheme of £650,000, part-funded by Salix, for a range of energy efficiency projects. They are also using prudential borrowing for a £2.75m street-lighting upgrade programme. Through these measures, Gateshead are aiming to achieve a 35% reduction in CO2 emissions in 5 years.

Caerphilly Borough Council was awarded a Salix fund of £300,000 which was topped by the local authority with £500,000. With a dedicated team of 4 staff from their energy department to develop projects and manage the funds, they have achieved savings such as a 40% reduction in sports hall electricity consumption.

Leicester City Council was awarded Beacon Council status for 2005 -2006 for its work on sustainable energy. The invest to save scheme here is slightly different in that savings made go back to the users of the building. The Council's energy management section monitors energy consumption in all buildings and targets investment towards those areas where greatest financial savings can be achieved by building users. This has led to lower overheads and savings each year of £40,000 in running costs, which can be used to further improve services.

The Panel felt that that the creation of an Energy Fund would strength the Council's approach and ability to reduce consumption. Any fund would require some form of criteria to evaluate schemes and ensure that paybacks were no longer than 5 years. The Panel thought that as part of the 2010/11 budget process consideration should be given to establishing an Energy Fund to support a programme of initiatives, initially based on the findings of the Carbon Trust Multi Site Audit. In considering the establishment of a fund the feasibility of linking it to a Salix application should be considered. The potential to use the fund to reduce liability for the Carbon Reduction Commitment should also be considered in identifying the size of the budget available.

7.12 Staff Awareness

The Council employs approximately 3,000 people in a variety of office based and front line jobs. As such the Council has the potential to make a significant impact in reducing consumption from its buildings by involving staff in energy awareness campaigns. Through the Invest to Save initiative the Council has operated a Staff Awareness Campaign to promote energy efficiency, provide advice and information to staff on good energy efficient practices they can adopt to save energy. The Carbon Trust estimates that a 5 – 15% saving in energy costs can be achieved from good housekeeping.

The Council has established and trained a Green Champion Network to encourage other staff to be more proactive about energy saving practices. The Network has been supported by the production of a Green Office Guide and regular articles are also included in the Council's Core Brief and In Touch Magazines. The Green Champion Network currently only extends to four buildings (Municipal Building, Rutland House, Halton Lea Library and the Stadium).

The Panel heard that measuring the impact of the Green Network and the awareness campaign has been difficult to establish, but this issue is common to all organisations. Sustaining the momentum of the Network is key to its effectiveness.

The Panel heard that the Stobart Stadium management have developed a proactive approach to staff engagement following a Carbon Trust audit of the building. In addition to the good housekeeping approaches adopted by the Stadium, a number of technical measures have been implemented. The Panel received evidence that indicated that involving the staff reduced consumption by 12% and the technical measures achieved a further reduction of 15%. In the trading year 2009/2010 the real financial cost saving to the Stadium was £39,000 and a reduction in consumption of 388, 491 KWh.

The Stadium Manager has established a staff team to look at energy savings initiatives. The team introduced the following practices:

adopted an Energy Mission Statement,

formal training was undertaken with staff on good housekeeping techniques and information cascaded to all areas and grades including casual and agency staff. A table of energy usage comparing year on year usage is produced each month and shared with staff.

identified a range of opportunities for saving energy through good housekeeping.

appointed individuals to carry out energy audit walkabouts and report back to the Group on the range/level of equipment left on when not in use,

introduced a “switch off campaign”,

put up promotional energy saving literature from the Carbon Trust Web Site around the building.

action was then followed up with individual managers/members of staff. The Group meets monthly and monitors electricity and gas consumption figures.

These measures could be implemented across the Council at little or no cost but needed buy in from senior managers with individual managers taking responsibility for energy management and developing energy teams within their service areas.

The Panel felt there had been positive progress in promoting energy efficiency within the Council but further work need to be undertaken to embed energy awareness with all Council services. The model adopted by the Stadium management offered a more robust approach to energy efficiency and if rolled out across the Council with individual service managers given responsibility and targets for reducing consumption could result in further savings. The installation of AMRs would help individual managers monitor performance. The Panel recognised that service manager would need to be supported in good house keeping practice and steps should be taken to develop a short in house training course for managers and staff. The Programme should be initially target at high consuming self managed buildings.

The Council should continue to develop ongoing promotional activity though posters, stickers, e mail and the internet to promote general awareness of the need to save energy. The Council should take advantage of national campaigns such as Energy Awareness Week run by the Energy Saving Trust to run its own internal campaigns. A number of regional organisations offer employee awareness training which focuses on energy use in the home, but has shown to benefit behaviour at work. The Council should look at the potential to incorporate this into its workplace training programme.

A presence should be established on the intranet where employees and members can access useful information on energy efficiency.

7.13 Whole Life Costing

Whole-life cost refers to the total cost of ownership over the life of an asset.

Whole-life cost is most commonly used for:

- option evaluation when procuring new assets,
- decision-making to minimise whole-life costs throughout the life of an asset,
- comparison of actual costs for similar asset types,
- as feedback into future design and acquisition decisions.

The primary benefit of whole-life costing is that costs which occur after an asset has been constructed or acquired, such as for maintenance, operation and disposal, become an important consideration in decision-making. Previously, the focus has been on the up-front capital costs of creation or acquisition, and organisations may have failed to take account of the longer-term costs of an asset. It allows an analysis of business function interrelationships. Low development costs may lead to high maintenance or customer service costs in the future.

The Panel heard that the Stadium management had used this approach for the recent purchase of equipment. As part of the tendering exercise information on the energy and water usage figures for equipment were requested. In evaluating the tenders it was found that when taking in to account the energy running cost, equipment that had a higher up front cost was more cost effective and resulted in a saving of approximately £1,800. The Group felt that if this approach was replicated for other purchases it could lead to longer term savings for the Council. The Group felt that the use of whole life costing should be explored further with the Procurement Unit and a further report be prepared on the practicalities of introducing the approach into other tendering approaches.

7.14 Renewable Energy

Renewable energy technologies like wind turbines, solar panels and biomass heaters offer an alternative to fossil fuels and can help reduce an organisation's CO₂ emissions.

From April 2010, Feed-in Tariffs will be introduced for small-scale renewable electricity generation, offering the potential for long-term income for the Council. The scheme guarantees a minimum payment for all electricity generated by the system for a period of between 20-25 years, as well as a separate payment for the electricity exported to grid. These payments are in

addition to the bill savings made by using the electricity generated on-site. The amount offered is fixed at the point at which the technology is installed, but is expected to reduce over time, so the sooner a system is installed, the greater will be the guaranteed income.

A similar scheme for renewable heat is due to be introduced in April 2011 – the Renewable Heat Incentive (RHI). Full details of the FITs and RHI are given in Appendix 1.

In 2008 the Council had entered into an Agreement with Partnership for Renewables. to bulk screen Halton for possible sites for wind turbines. Initially nine possible sites were identified. This has been further narrowed down to two but these were not explored further as they were considered to be financially unviable. To date the exploration of the use of renewable energy at Council buildings has been limited but there have been some discussions as to the potential for introducing new renewable technology, particularly CHP and biomass within the Building Schools for the Future Project.

Research indicates that the ability of renewable energy sources to generate sufficient electricity and a reasonable cost are the main barriers to the implementation of schemes. However, the introduction of FIT potentially makes the use of renewable technology more financially viable. The Group heard that renewable projects may be more viable if the Council was part of a consortium involving other partner organisations on the LSP that could share the costs and electricity generated.

The Council has no specific targets for introducing renewable energy sources into its Building Portfolio and there is no written policy for purchasing green electricity although a proportion of the current contract allows the Council to purchase green energy.

The Group felt that further options for undertaking a further feasibility study should be undertaken in the light of the introduction of FIT

7.15 External Funding

There are currently a range of external funding opportunities to support the introduction of energy efficient measures.

Department of Trade and Industry's Low Carbon Buildings Programme (LCBP) - Phase 2 Grants are available to not-for-profit organisations seeking to install microgeneration technologies. Technologies currently supported include:

- Solar water heating
- Ground/water/air source heat pumps
- Biomass (including biomass boilers and room heaters/stoves)
- Micro combined heat and power (including fuel cells)

Since the announcement of the Feed-In Tariffs, (FITs) LCBP has been suspended for electricity technologies. Organisations in receipt of any government grant funding for renewable electricity are being advised that if they wish to claim the FITs they will be required to pay back the grant money. This situation has not been fully confirmed for all funding sources, but is expected to definitely apply to the LCBP. It is expected that a similar requirement will apply to any renewable heat projects funded under the LCBP once the Renewable Heat incentive is confirmed.

Salix is an independent company funded by The Carbon Trust to work with the public sector to reduce carbon emissions. By combining grant funding and its expertise Salix gives organisations an opportunity to improve energy efficiencies and reduce energy costs as well as taking a leadership role in tackling climate change. To date, the Council has only secured an interest-free loan from Salix for the installation of Power Perfectors.

Low Carbon Building Design Advice Service offers professional, independent and objective advice on energy efficient and environmentally conscious design of buildings. The Service offers free-of-charge consultancy (up to ten days) to assist building procurers to adopt and embed a low carbon ethos.

Pilkington Energy Efficiency Trust provides funding for research projects whose successful completion is likely to result in the more efficient use of energy in new or existing buildings. Although there is no upper limit on grants awards rarely exceed £20,000.

Part of the Competitiveness and Innovation Programme (CIP), funding is to provide for the promotion of energy efficiency and for increasing investments in renewable energy. The total budget is €727million. Halton already have one bid in to this funding stream.

The Panel felt that the Council was not fully investigating the potential to secure external funding for existing projects and in the future as part of the development of any energy efficiency initiatives, an assessment should be undertaken, in conjunction with the External Funding division to assess whether external funding could applied for.

Appendix 1 Feed In Tariffs and the Renewable Heat Incentive

Feed-in Tariffs (FITs) will be introduced to Great Britain on 1st April 2010. The scheme requires energy suppliers to make regular payments to householders and communities who generate their own electricity from renewable or low carbon sources such as solar electricity (PV) panels or wind turbines.

The scheme guarantees a minimum payment for all electricity generated by the system, as well as a separate payment for the electricity exported to grid. These payments are in addition to the bill savings made by using the electricity generated on-site. The scheme covers the following electricity-generating technologies, up to 5 Mega Watts:

- Solar electricity (PV) (roof mounted or stand alone)
- Wind turbine (building mounted or free standing)
- Hydroelectricity
- Anaerobic digestion
- Micro combined heat and power (MCHP) (limited to a pilot at this stage)

The tariffs available and the process for receiving them vary, depending on when the technology was installed, and whether the system and the installer were certificated

If an organisation is able to receive the FIT they can benefit in 3 ways:

1. **Generation tariff** – a set rate paid by the energy supplier for each unit (or kWh) of electricity you generate. This rate will change each year for new entrants to the scheme (except for the first 2 years), but once you join you will continue on the same tariff for 20 years, or 25 years in the case of solar electricity (PV).
2. **Export tariff** - you will receive a further 3p/kWh from your energy supplier for each unit you export back to the electricity grid, that is when it isn't used on site. The export rate is the same for all technologies.
3. **Energy bill savings** – you will be making savings on your electricity bills , because generating electricity to power your appliances means you don't have to buy as much electricity from your energy supplier. The amount you save will vary depending how much of the electricity you use on site.

You will require an additional electricity meter to measure the electricity that your system is generating, and also to measure how much is being fed back into the electricity grid.

Once you have installed your generating technology you must inform your chosen energy supplier that you are eligible to receive the FIT. The supplier

will then register your installation onto the Central FIT Register, which is administered by Ofgem. Payments will be made by your energy supplier at intervals to be decided between you and your supplier. You may be required to provide meter readings to the suppliers if requested.

If you want to opt out of the guaranteed export tariff you must inform the supplier. You may want to do this if you chose to use a power purchase agreement.

The tariff levels for the electricity financial incentives (pence), calculated to offer between 5-8% return on initial investment in the technology are:

Tariff levels for electricity financial incentives

		Year 1: 1.04.10- 31.03.11	Year 2: 1.04.11- 31.02.12	Year 3: 1.04.12- 31.03.12	Tariff lifetime (years)
Anaerobic digestion	≤500kW	11.5	11.5	11.5	20
Anaerobic digestion	>500kW	9.0	9.0	9.0	20
Hydro	≤15 kW	19.9	19.9	19.9	20
Hydro	>15 - 100kW	17.8	17.8	17.8	20
Hydro	>100kW - 2MW	11.0	11.0	11.0	20
Hydro	>2kW - 5MW	4.5	4.5	4.5	20
MicroCHP pilot*	≤2 kW*	10*	10*	10*	10*
PV	≤4 kW (new build)	36.1	36.1	33.0	25
PV	≤4 kW (retrofit)	41.3	41.3	37.8	25
PV	>4-10kW	36.1	36.1	33.0	25
PV	>10 - 100kW	31.4	31.4	28.7	25
PV	>100kW - 5MW	29.3	29.3	26.8	25
PV	Standalone system	29.3	29.3	26.8	25
Wind	≤1.5kW	34.5	34.5	32.6	20
Wind	>1.5 - 15kW	26.7	26.7	25.5	20
Wind	>15 - 100kW	24.1	24.1	23.0	20
Wind	>100 - 500kW	18.8	18.8	18.8	20
Wind	>500kW - 1.5MW	9.4	9.4	9.4	20
Wind	>1.5MW - 5MW	4.5	4.5	4.5	20
Existing microgenerators transferred from the RO		9.0	9.0	9.0	to 2027

*NB This tariff is available only for 30,000 microCHP installations. A review will take place when 12,000 units have been installed.

Tariff levels for Renewable Heat Incentives			
Technology	Scale	Tariffs (pence/kWh)	Tariff lifetime (years)
Small installations			
Solid biomass	Up to 45kW	9	15
Biodiesel	Up to 45kW	6.5	15
Biogas on-site combustion	Up to 45kW	5.5	10
Ground source heat pumps	Up to 45kW	7	23
Air source heat pumps	Up to 45kW	7.5	18
Solar thermal	Up to 20kW	18	20
Medium installations			
Solid biomass	45kW-500kW	6.5	15
Biogas on-site combustion	45kW-200kW	5.5	10
Ground source heat pumps	45kW-350kW	5.5	20
Air source heat pumps	45kW-350kW	2	20
Solar thermal	20kW-100kW	17	20
Large installations			
Solid biomass	500kW and above	1.6 -2.5	15
Ground source heat pumps	350kW and above	1.5	20
Biomethane injection	All scales	4	15

REPORT TO: Corporate Services Policy and Performance Board

DATE: 25th May 2010

REPORTING OFFICER: Strategic Director Resources

SUBJECT: Area Forum 2009/10

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 To Inform members of the spending profiles of the Area Forum for Year 2009 to Year 2010.

2.0 RECOMMENDATION: That

(1) The report be noted.

3.0 SUPPORTING INFORMATION

3.1 Area forums were set up in 2001 as a way of bridging the gap between key agencies working within the Borough. Each Area Forum is led by local councillors and supported by a senior officer from the Council. Other partner organisations such as the Police, Fire Service, Housing Associations, Youth and voluntary sector bodies also attend Area Forums to keep the community informed of local developments and to respond to local concerns. The Police Participation and Delivery (PAD) meetings are at a separate time and location to the Area Forums.

3.2 Funding was allocated to the Area Forums to spend on small-scale projects that are identified by the community. In 2009/10, £600,000 was allocated to the Area, which is made up of £180,000 WNF and £420,000 from Halton Borough Council Priorities Fund. It is allocated on a per capita basis across the seven Area Forums that cover the Borough.

3.2 The local community are invited to raise ideas for neighbourhood projects, which would help improve their local area. The Forum then considers these ideas, and an action plan agreed. Actions must have community support and not result in a long-term financial commitment.

4.0 AREA FORUM EXPENDITURE

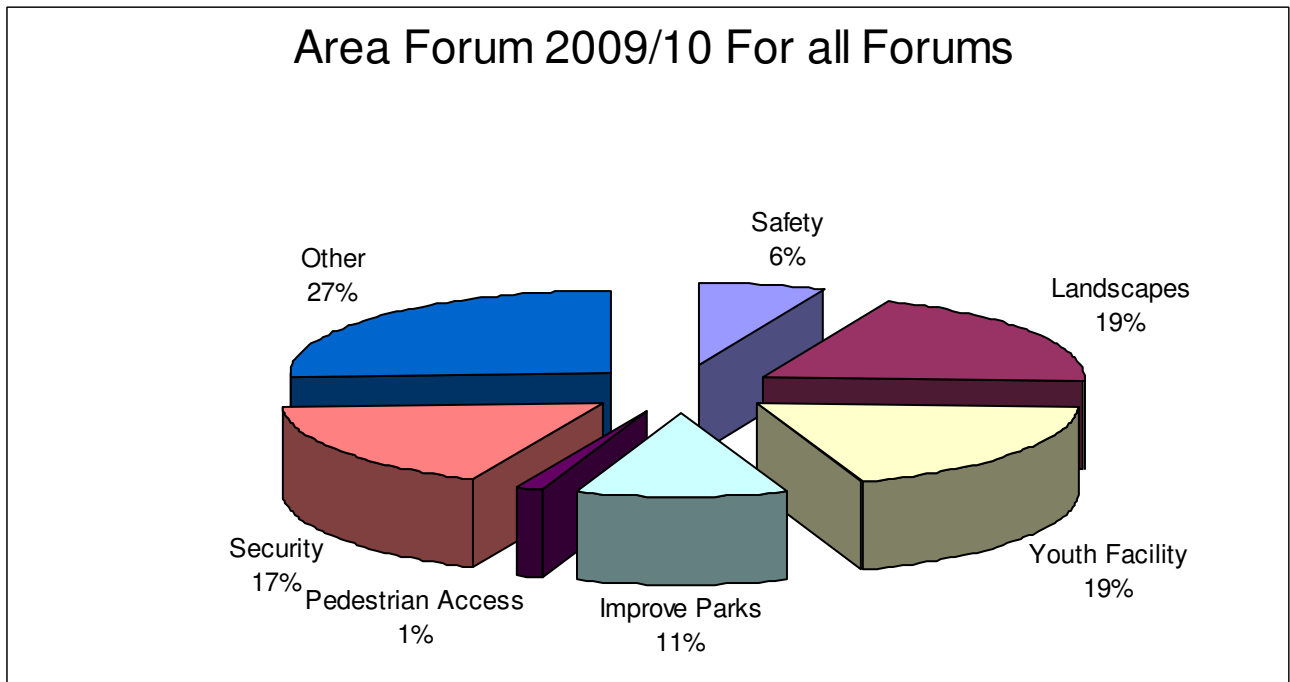
4.1 The projects funded through the Area Forums are wide and varied. However they have been categorised into a number of key areas, which are listed below.

4.2 Landscapes 19%

This category includes a wide range of projects such as increased planting, improved allotments and provision of dog bins.

- 4.3 Safety 6%
This category includes road safety improvements, traffic calming and speed surveys.
- 4.4 Youth Facilities 19%
Improvements to youth and community centres including facilities, lighting, creation of kick about areas, contribution to positive futures for local youths and sporting equipment,
- 4.5 Improved Parks 11%
This initiative puts gardeners into parks at the weekends, which helps deter vandalism, improves public reassurance and the general appearance of the parks. In addition the forum provides additional planting.
- 4.6 Pedestrian Access 1%
This funding has been used to make improvements to the local infrastructure, such as improving paths.
- 4.7 Security 17%
Area Panel funding has been used to continue the successful and highly valued Alley gating initiative as well as providing additional fencing.
- 4.8 Other 27%
This includes general support for local initiatives for Community groups and Centres, local amenities, Parish Councils and facilities for older people

5.0 BREAKDOWN OF FUNDING



5.1 The graph illustrated show the breakdown of funding allocated across the above categories for 2009/10. The largest proportion of funding would have been Improving Parks and Landscaping if they had been added together, however, the single highest is the category listed as "Other" which is mostly schemes requested by local people.

Although, it is worth stating that there are community schemes listed within the other categories as well.

6.0 POLICY IMPLICATIONS

The Area Forums are a key tool in engaging with local residents, and the budget provides a means of funding minor schemes in response to local needs. The projects funded are all required to demonstrate a contribution to priority areas such as safety, health and so on. There are no ongoing financial implications, as it is a strict criterion that area forum projects should not incur ongoing costs.

7.0 OTHER IMPLICATIONS

None.

8.0 RISK ANALYSIS

There are no significant risks associated with this report which is for Information only.

9.0 EQUALITY AND DIVERSITY ISSUES

Efforts are made to ensure that all sections of the community can benefit from Area Forum funding. For example participation by young people is encouraged through the youth forum

10.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

10.1 Children and Young People in Halton
Employment, Learning and Skills in Halton
A Healthy Halton
A Safer Halton
Halton's Urban Renewal

10.2 The eligibility criteria for Area forum Funding requires the projects should support one or more of the Council's priorities.

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

Document	Place of Inspection
Minutes of Area Forums	3 rd Floor Municipal Building, Kingsway

Contact Officer
Rob MacKenzie
Operational Director Policy and
Performance,
0151 471 7416

REPORT TO: Corporate Services Policy and Performance Board
DATE: 25th May 2010
REPORTING OFFICER: Strategic Director - Resources
SUBJECT: Staff Accident / Violent Incident Statistics
WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To report on corporate accident statistics with associated trends for 1st April 2009 to 31st March 2010.

2.0 RECOMMENDED

That the report be noted.

3.0 SUPPORTING INFORMATION

- 3.1 A report on corporate annual accidents and violent incidents of the current financial year is appended. There has been a reduction in reported incidents compared with the last two years, especially those resulting in 'major' injuries. The appendix provides a detailed breakdown by type of incident and by Directorate.

4.0 POLICY IMPLICATIONS

- 4.1 The provision of a safe working environment, and reduction in accidents is important in order to provide efficient and effective delivery of services (the sixth priority in the Corporate Plan).

5.0 OTHER IMPLICATIONS

- 5.1 Accidents which lead to lost time have financial implications for the authority (although these are always secondary to our concern for the well being of staff and customers).

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.0 RISK ANALYSIS

- 7.1 There are no particular risks attached to this report. Occupational and workplace risk assessments are used to reduce the likelihood of accidents.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no direct implications for equality and diversity.

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

There are no relevant background documents



**CORPORATE ACCIDENT / INCIDENT REPORT
MANAGEMENT TEAM
1st April 2009 to 31st March 2010**

Contents

1. INTRODUCTION	3
2. CORPORATE ACCIDENT STATISTICS	4
3. RECOMMENDATIONS.....	6
4. VIOLENT INCIDENTS.....	8
5. ACCIDENTS BY DIRECTORATE	9
5.1. Corporate and Policy.....	9
5.2. Children and Young People.....	9
5.3. Environment.....	10
5.4. Health and Community.....	11
6. SCHOOL ACCIDENTS	11

1. INTRODUCTION

By identifying areas of improvement in health and safety practice should improve the overall health and safety of employees. This will lead to improved staff morale, a reduction in work-related sickness absence and lower insurance premiums. In particular having robust health and safety procedures in place should safeguard against the Authority being prosecuted and any subsequent penalties.

The purpose of this report is to provide Management Team with:

- Statistics to demonstrate how Halton Borough Council as an employer is delivering the new HSE Strategy, 'Being Part of the Solution' and continuing to target reductions in accidents, in particular major¹ injuries."
- Statistics relating to
 - accidents resulting in employees being unable to carry out their normal duties for more than 3 days following the day of the accident (over 3-day injuries²)
 - significant³ accidents.
 - "near miss" incidents
- Statistics relating to violent incidents
- Any identified accident / incident trends and supporting information. By responding positively to identified trends, the Authority can demonstrate compliance with the recommendations of the Health and Safety Executive's guidance HS(G)65 "Successful Health and Safety Management".

¹ As defined by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, (RIDDOR) 1995

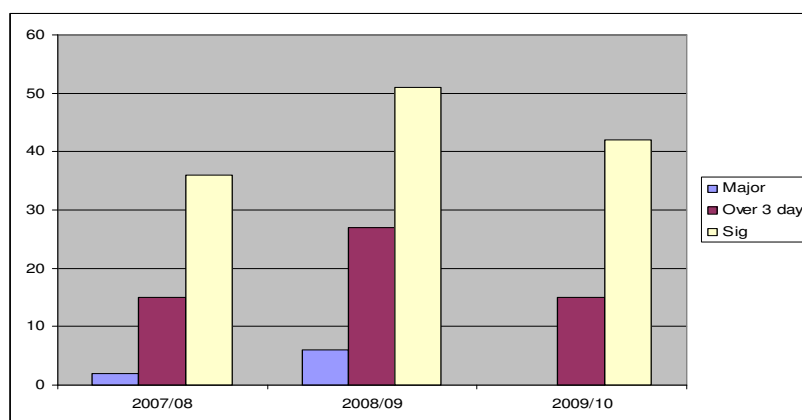
² As per footnote number 1

³ Injuries other than those listed in no's 1 and 2 above, that require more than basic first aid, incur time lost or arise from a failure in health and safety management

2. CORPORATE ACCIDENT STATISTICS 2009 / 2010

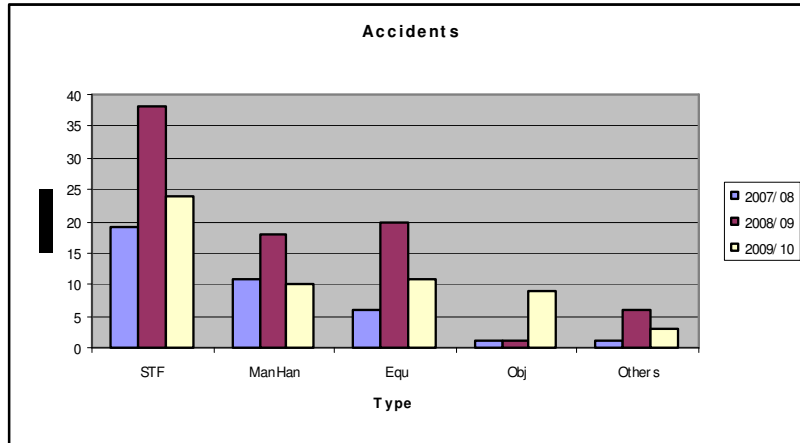
2.1. Accident Statistics by Directorate:

Directorate	Major	+ 3-Day	Significant
Corporate and Policy	0	0	2
Children and Young People	0	1	9
Environment	0	8	17
Health and Community	0	6	14
TOTAL YTD 2009 / 2010	0	15	42
TOTAL YTD 2008 / 2009	6	27	51
TOTAL YTD 2007 / 2008	2	15	36



Total Working Days Lost:

1. The total days lost is 318 compared to 746 last year.
2. Based on the HSE calculations for categories of accidents, the total cost of the accidents to the Authority is £150,000 compared to £450,000 last year.
3. The accident frequency rate is 1.29 per 100 employees.



4. The categories of accidents that involve the most working days lost are: -

Category	Days Lost		Accidents	
	08/09	09/10	08/09	09/10
1. Slips, trips and falls	426	120	38	23
2. Manual handling	73	70	18	11
3. Use of equipment	170	14	20	11

2.2. Further Information:

1. A new Electronic / Violent Incident reporting system has been introduced, which will expedite reporting and investigations.
2. There were no 'major injuries' primarily due to the reduction in slips and trips from 38 the last year to 24. This is despite the severe winter weather conditions and can be attributed to extra care taken by staff, homeworking and, in particular, targeted gritting of Council premises (highlighted by the fact that there were no incidents at Catalyst House compared to 9 last year). However, this year there has been an increase in the number of slips and trips inside premises due to poor housekeeping.
3. Accidents regularly involve the use of work equipment and Audit have included a question that monitors the allocation of funds for maintenance and inspection of equipment.
4. There has been an increase in number of 'near misses' with 7 reported this year indicating a proactive approach to managing health and safety.

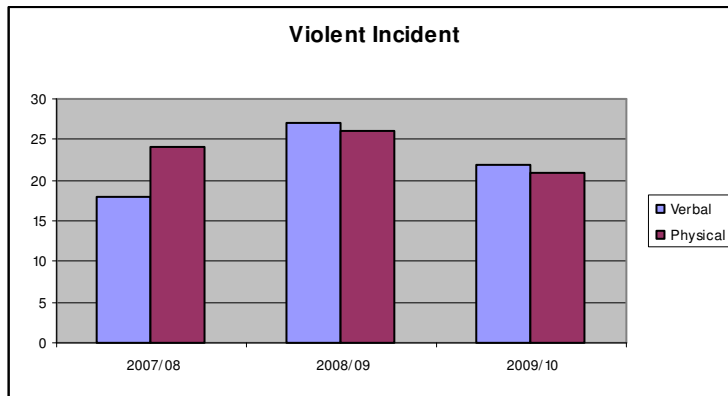
3. RECOMMENDATIONS (see below Directorate Reports)

No.	Recommendations	I/C
1	<p>In view of the revised procedures owing to the Efficiency Review all Directorates to ensure that;</p> <ol style="list-style-type: none"> 1. Fire <ul style="list-style-type: none"> – Review the fire arrangements at premises within your areas of control. – Ensure that there is an officer in charge at each building. – Ensure that there are sufficient assembly officers and fire marshals. – Ensure that if staff are notified of any changes to the arrangements and, if necessary, update Fire Action Plans, notices and the Building Log book. 2. Evacuation Chairs <ul style="list-style-type: none"> – Nominate one officer in the Directorate who will be responsible for training and maintaining records of trained personnel. – Notify John Hughes, Operations Manager at Property Services, of the nominated officer and he will arrange an initial Trainers course. 3. First Aid <ul style="list-style-type: none"> – Ensure that there are First Aiders appointed at respective buildings and within work areas. – If necessary, ensure that notices and the Building Log book are updated. 4. Building Managers <ul style="list-style-type: none"> – Ensure that there is a nominated Building Manager. They must be based at the respective building. – Notify John Hughes, Operations Manager at Property Services, of the nominated officer. 5. Electronic Reporting of Accidents/Violent Incidents <ul style="list-style-type: none"> – Ensure that managers and staff are aware that from the 1st April 2010 any accidents/violent incidents are to be reported on the electronic system via the Intranet (as per Core Brief). 6. Meetings <ul style="list-style-type: none"> – Review formation and membership of the 2nd Tier and Directorate Health and Safety Working Groups. It is important that the membership of the Working Groups is representative of all Departments within the Directorate. – Nominate an officer to chair the Working Group meetings and report back to the 2nd Tier Groups and Corporate Health and Safety Committees. 7. Workstation Assessments Ensure that there are Administrators appointed for the Elearning workstation training and risk assessment system (Cardinus). 	All
2	To ensure that premises risk assessments are completed when necessary and any arising actions are expedited. (see section 5.2.1.2 & 5.4.1)	All
3	To ensure that the use of PPE and entering safety zones is supervised at operational levels (see section 5.3.1.1)	Landscapes Services, Waste Management &

		Transport Workshops
4	To identify any gaps in performance in relation to HSE Guidance Notes, 'Procuring and Managing Waste Management Services' and, where necessary, implement reviewed procedures (see section 5.3.1.5)	Waste Management
5	To establish a consultation meeting between Risk and Emergency Planning Division and the Teachers Unions(see section 6.3.2)	Children and Young People

4. VIOLENT INCIDENT REPORTS BY DIRECTORATE

Directorate	Verbal	Physical
Children and Young People	2	7
Corporate and Policy	4	0
Health and Community	10	15
Environment	2	2
TOTAL 1/4/09 to 31/3/10	18	24
Schools	13 (last year 4)	4 (last year 18)

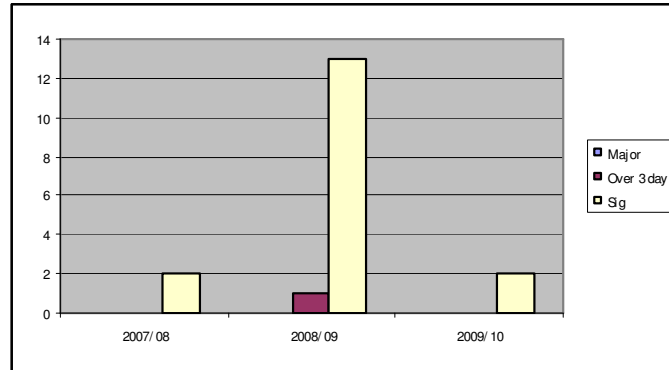


4.1. Further Information:

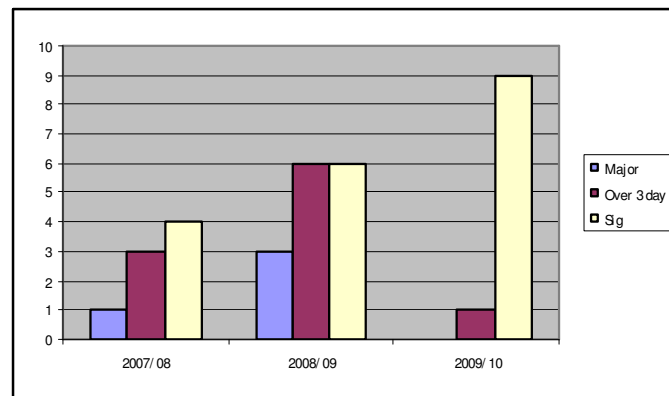
1. Last year there has been an overall reduction in the number of accidents and the majority involve physical assaults on Health and Community staff by service users.
2. There was 1 (RIDDOR) when a member of Halton Day Services was physically attacked by a service user and suffered muscular pain and bruising.
3. There has been a reduction in the number of physical assaults reported on teaching staff and a schools circular has been issued reinforcing the Violence Policy.

5. ACCIDENTS BY DIRECTORATE

5.1. Corporate and Policy



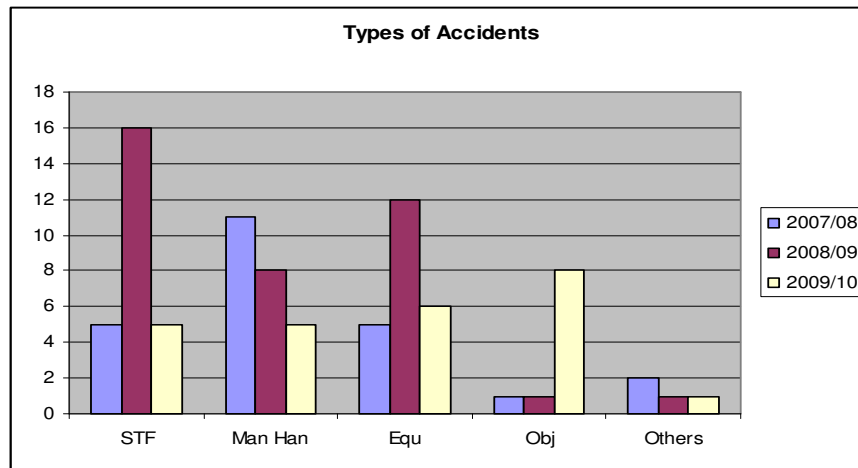
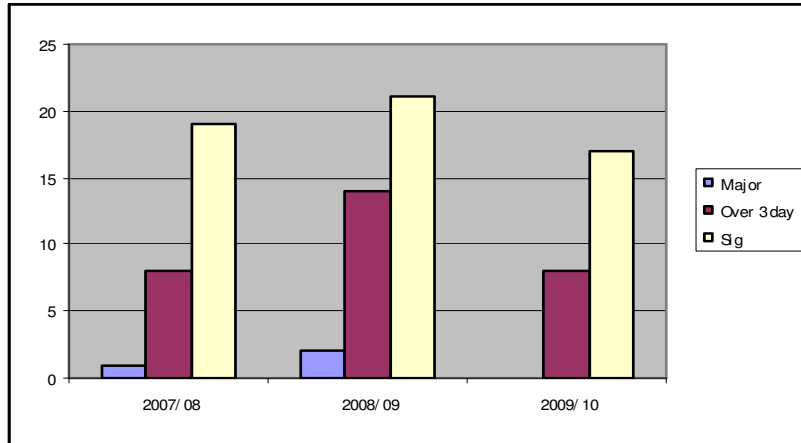
5.2. Children and Young People



5.2.1. Further Information:

1. There were 3 manual handling incidents last year compared to none this year.
2. There has been an increase in the number of slips and trips from 1 last year compared to 8 this year; with the majority taking place inside premises due to poor housekeeping.

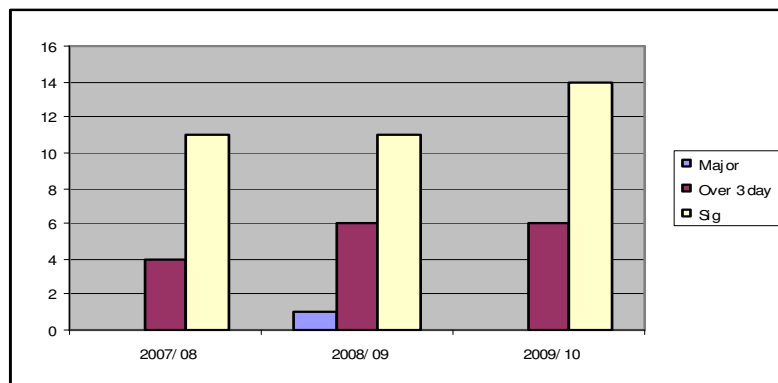
5.3. Environment



5.3.1. Further Information:

1. There has been an increase in the number of incidents involving being hit by thrown objects. Management instructions have gone out reinforcing the use of PPE and in Waste Management for operatives not to enter the safety zone.
2. There has been a substantial decrease in the number of slips and trips with 4 incidents reported this year compared to 16 last year.
3. Over the last couple of years there has been a decrease in the number of accidents in Waste Management, particularly involving cuts to hands by operatives picking up bags.
4. Landscape Services has reduced the total number of accidents by half with 6 this year compared to 12 last year.
5. This year the HSE have issued guidance notes specifically for the operation of Waste Management services entitled, 'Procuring and Managing Waste Management Services'. From autumn this year there is a programme of visits by HSE inspectors to Local Authorities to monitor the implementation of the guidance. Respective managers are aware of the guidance.

5.4. Health and Community



5.4.1. Further Information:

1. There has been a significant increase in the number of slips and trips with 11 this year compared to 4 last year. Over half of these were due to poor housekeeping inside premises.
2. Over the past couple of years there has been a decrease in the number of reported manual handling incidents particular around care services.

6. SCHOOL ACCIDENTS

6.1. Accidents involving Teachers:-

Category	Minor	Significant	> 3 Day	Major	Total
STF	6	2	1		9
Sporting	3	0	0		3
Other	6	2	0		8
Hit fixed Obj.	0	1	0		1
Hit By Moving Obj.	5	1	1		7
Equipment	0	1	0		1
COSHH	1	0	0		1
Total	21	7	2	0	30

6.2. Accidents involving Pupils: -

Category	Minor	Significant	> 3 Day	Major	Totals
STF	42	7		0	49
Equipment	3	1		4	8
Sporting	41	5		4	50
Playground	68	4		2	74
Other	18	0		1	19

Hit Fixed Obj.	4	0		0	4
Hit By Moving Obj.	11	0		0	11
COSHH	1	0		0	1
Total	188	17	0	11	216

6.3. Further Information:

1. The above charts highlight that slips and trips are the majority of causes of accidents for teachers whilst playground and sports activities are the majority for pupils.
2. There is no established forum for consultation over health and safety issues with Trade Unions for school's.
3. HSE priorities for schools are stress related absence and slips and trips in the workplace.

REPORT TO: Corporate Services Policy and Performance Board
DATE: 25th May 2010
REPORTING OFFICER: Strategic Director - Resources
SUBJECT: Corporate Health and Safety Policy
WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

1.1 To report on the revised corporate Health and Safety Policy for 2010.

2.0 RECOMMENDED:

That the Board endorse the Corporate Health and Safety Policy and report back to the Executive Board.

3.0 SUPPORTING INFORMATION

The Corporate Health and Safety Policy is produced in accordance with the Health and Safety at Work Act 1974. It identifies the undertakings and arrangements in the provision of health and safety across the Authority. It has recently been amended to take account of role of the PPB in monitoring health and safety performance and reporting back to Executive Board members. It also takes account of the new HSE Strategy, 'Being Part of the Solution' and as a result includes aims, objectives and outcomes for the Health and Safety meetings.

4.0 POLICY IMPLICATIONS

4.1 There is a legal requirement to manage health and safety in the workplace and the Policy sets out the necessary organisation and arrangements.

5.0 OTHER IMPLICATIONS

Nil

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.0 RISK ANALYSIS

7.1 There are no particular risks attached to this report. Occupational and workplace risk assessments are used to reduce the likelihood of accidents.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no direct implications for equality and diversity.

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

There are no relevant background documents



HALTON BOROUGH COUNCIL
CORPORATE HEALTH, SAFETY AND WELFARE POLICY
(STATEMENT OF INTENT AND ORGANISATION)

CORPORATE HEALTH AND SAFETY POLICY

Date Created:	Date of Amendment:	Date of Next Review:
	Sept 09	Sept 11
Approved by	Chief Executive	
Custodian title & e-mail address	Principal Health and Safety Manager tony.dean@halton.gov.uk	
Author	Tony Dean	
Responsible Directorate/Division	Risk and Emergency Planning Division	
Supporting documents, procedures & forms of this policy	Policy only	
References & Legislation	Health and Safety at Work etc. Act 1974 Management of Health and Safety at Work Regulations 1999	
Audience	All HBC Officers	
Consultation	Chief Executive Council Leader Management Team (22/9/09)	
Managers checklist	1. Comply with the requirements identified in the Policy.	
Expiry date of Policy	n/a	

Version Control and Change History

Version Control	Date Released	Date Effective	Approved By	Amendment
1	Dec 04	Dec 04	N/K	N/A
2	Aug 08	Aug 08	Chief Executive	Nil
3	April 09	April 09	Chief Executive	Include in: <u>Managers Responsibilities</u> 1. 'any person who may be directly affected by their actions including clients, pupils and members of the public' and 2. Managers to make staff aware of 'risks to themselves and others' <u>Risk and Emergency Planning</u> 3. Will 'publicise' information
4	Sept 09	Sept 09	Chief Executive	P.4 Amend name from Executive Directors to Strategic Directors
5	Mar 10			Changes to arrangements in light of Efficiency Review and after consultation with the Chief Executive 8/3/10.

STATEMENT OF INTENT

Halton Borough Council is committed to continual improvement in health and safety performance. It recognises its “duty of care” to employees, clients, pupils, and members of the public using its services.

The Authority will aim to comply with its legal responsibilities as required by the Health and Safety at Work Act, 1974 and all other health and safety legislation. In so doing the Authority will :

- ❑ Identify and control significant risks which may affect the above mentioned groups
- ❑ Communicate information on the risks to those people who may be affected
- ❑ Monitor the effectiveness of any measures taken to reduce risk
- ❑ Provide a safe and healthy working environment
- ❑ Provide safe work equipment
- ❑ Provide suitable and sufficient health and safety training
- ❑ Aim to reduce work-related accidents / ill-health in accordance with targets set by Government initiatives
- ❑ Identify and address trends in work-related ill-health and accidents
- ❑ Involve trade union representatives in the consultation process
- ❑ Make all employees aware of their legal responsibilities for ensuring their own health and safety and that of others
- ❑ Review the health and safety policy at regular intervals

ROLES AND RESPONSIBILITIES

Executive Board Members

Executive Board Members should ensure that adequate resources are available and effectively deployed to enable the Authority to fulfil its legal requirements under Health and Safety legislation.

School Governing Bodies

In schools, the employer is ultimately responsible for health and safety.

Note: In voluntary aided and foundation schools, academies and independent schools the Governing Body is the employer whereas in community and voluntary-controlled schools, the employer is the Local Authority

Chief Executive

The Chief Executive is responsible for ensuring that the Statement of Intent is implemented as part of aims of the Corporate Health, Safety and Welfare policy. Quarterly update meetings are held between the Chief Executive and the Principal Health and Safety Advisor.

Strategic Directors

Strategic Directors have ultimate responsibility in ensuring that Health and Safety is managed in their Directorate.

Operational Directors / Divisional Managers

Operational Directors and Divisional Managers have an active role in the management of health and safety by:

1. Ensuring that an effective health and safety management system is implemented within their work area
2. Allocating specific health and safety responsibilities to managers in their area
3. Keeping informed about accidents which are reportable to the Health and Safety Executive and any trends in accidents or work-related ill health that may arise

Managers and Team Leaders

1. All managers shall ensure that risk assessments are carried out for tasks, workplaces and equipment associated with staff under their supervision or any person who may be directly affected by their actions including clients, pupils and members of the public.
2. Managers shall also ensure that their staff:
 - Are made aware of the risks to themselves and others concerning their work
 - Have access to relevant health and safety policies and guidance
 - Understand the safe systems of work to minimise the risks
 - Are made aware of the risks of their working environment
 - Are instructed in any emergency procedures relevant to their task / workplace
 - Are provided with suitable and sufficient health and safety training
 - Are aware of their responsibilities to report accidents
 - Understand the need to report any significant hazards
 - Are provided with safe work equipment
3. Managers will also:
 - Monitor the effectiveness of any control measures in place to minimise risks
 - Review risk assessments in accordance with corporate guidelines
 - Keep records of instruction and training
 - Ensure that all significant accidents and violent incidents are investigated

All employees

All employees, full time, part time, and casual must be:

1. Aware of their legal responsibility to ensure their own health and safety and that of others who may be affected by their actions.
2. Aware that they have a legal duty to follow any procedures issued by the Authority which are designed to protect their health and safety.
3. Familiar with the hazards of their work and with the safe systems of work designed to minimise risk to them.
4. Aware of their responsibility to report accidents / potential hazards
5. Aware of their responsibility to report defective equipment / premises

CONSULTATION ARRANGEMENTS

The aims and objectives for meeting forums in the management of health and safety are;

Corporate Health and Safety Working Group

Aim: -

To monitor health and safety arrangements across the Authority to ensure that it is being effectively managed.

Objectives: -

1. To monitor health and safety arrangements and performance as reported by the Working Group representative.
2. To monitor occupational health arrangements and performance as reported by Personnel.
3. To ensure that there are effective consultation arrangements with the Trade Unions.
4. To provide strategic direction with support from the Health and Safety Team, Risk and Emergency Planning Division.

Outcome: -

To be satisfied that health and safety is being effectively managed within the Authority.

Directorate Health and Safety Working Group

The group representation will comprise of a senior manager from each service area represented, a Trade Union Safety Representative, a Health and Safety Advisor and an administrator from within the directorate. The Chair will provide 6-monthly reports to the Corporate Health, Safety and Welfare Committee.

Aim: -

To measure, monitor and continually improve health and safety performance for the respective areas within the Directorate.

Objectives: -

1. For each area to report on performance at meetings and identify areas for development.
2. To monitor accidents and any trends and identify actions to prevent recurrences.
3. To keep updated with legislation and topical issues and identify actions arising.

Outcome: -

To ensure that there is full representation and reporting on performance from each work area at meetings.

Directorate Occupational 2nd Tier Groups

Aim: -

To monitor health and safety performance within the Directorate to ensure that it is being effectively managed

Objectives: -

1. To monitor the performance of each area of the Directorate.
2. To deal with any unresolved issues from Working Groups.
3. To provide strategic direction.

Outcome: -

To be satisfied that health and safety is being effectively managed within the Directorate.

Additional Health and Safety Arrangements

In addition Management Team and Policy Performance Board will receive reports relating to the Health and Safety performance of Directorates. The PPB will make such recommendations to the Executive Board as may from time to time be necessary and appropriate to maintain suitable and sufficient health and safety arrangements across the Council.

Risk and Emergency Planning Division

Risk and Emergency Planning Division will:

1. Develop, publicise and support the implementation of health and safety policies and procedures
2. Keep the Authority up to date on relevant legislative changes
3. Provide advice and guidance to management
4. Audit health and safety performance
5. Investigate accidents and liaise where necessary with the HSE
6. Report to management around accidents
7. Provide training
8. Assist Insurance in the defence of claims

COMMUNICATIONS

Where a member of staff has a concern regarding health and safety there are two routes available for addressing the issue:

1. Through the line manager

If the problem is not easily resolved, the line manager should seek advice from the Health and Safety team.

2. Through Trade Union Representatives

Trade union members may choose to raise concerns directly with their union representatives. The union representatives should then consult with the appropriate managers to try to resolve the issue. If the outcome is unsatisfactory, it can be referred to the relevant directorate's 2nd Tier Occupational Group meeting.

CONSULTATION

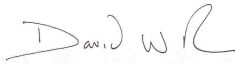

Halton Borough Council encourages consultation with Trade Union Safety Representatives. Consultation will take place regarding:

- Preparation of health, safety and welfare policies
- The objectives set in directorate Health and Safety working groups

- Health and safety audits
- Significant findings of accidents and violent incidents

Forums for consultation include 3rd tier meetings where quarterly accident reports are submitted and where updates are provided on significant issues at the time; Directorate 2nd Tier Occupational Group meetings where health and safety is a standing item on the agenda and the Corporate Health, Safety and Welfare Committee.

Signed

D Parr
Chief Executive

A M McDermott
Council Leader

Date

Date

REPORT TO: Corporate Services Policy and Performance Board

DATE: 25 May 2010

REPORTING OFFICER: Strategic Director Resources

SUBJECT: Annual Report 2009/10

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

To receive the Annual Report of the Corporate Service Policy and Performance Board for 2009/10 (attached), to comment in respect of the same, and to make any changes considered appropriate.

2.0 RECOMMENDED: That the report be approved.

3.0 POLICY IMPLICATIONS

None at this stage

4.0 OTHER IMPLICATIONS

None at this stage

5.0 RISK ANALYSIS

N/A

6.0 EQUALITY AND DIVERSITY ISSUES

N/A

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

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

**ANNUAL REPORT
CORPORATE SERVICES POLICY
AND PERFORMANCE BOARD
APRIL 2009 – MARCH 2010**

“I would like to thank Members of the Board for their hard work and the contribution they have made to its activities over the past year. This year, key areas have included detailed consideration of locality working, continued work on customer services, the consideration and adoption of a People Strategy for Halton, and ongoing scrutiny of Widnes and Runcorn markets, and disabled access. The topic work on use of natural resources will continue into the next municipal year”. Councillor Bob Gilligan, Chairman of Corporate Services Policy and Performance Board.

MEMBERSHIP AND RESPONSIBILITIES

During 2009/10 the Board comprised of eleven Councillors – Gilligan (Chairman), A. Lowe (Vice Chair), J. Bradshaw, Browne, E. Cargill, Dennett, Edge, D. Inch, Nolan, Norddahl, and Wainwright.

The Board is responsible for scrutinising performance and formulation policy in relation to Resources, Personnel and Training, ICT and E Government, Property, Committee and Member Services, Legal Services, Communications and Marketing, Stadium, Civic Catering, Procurement, Corporate Complaints and Area Forums. The Board also has responsibility for monitoring the performance of the reporting departments which during the last year were Policy and Performance, Legal and Member Services and HR, Finance, Exchequer and Customer Services, Property Services and ICT.

REVIEW OF THE YEAR

The full Board met four times during the year and in addition held a special joint meeting with the Business Efficiency Board to consider locality working. This followed a number of meetings of the Locality Working Group comprising members of the Board and of the Business Efficiency Board, which was chaired by Councillor Ged Philbin.

Set out below are some of the main initiatives that the Board has worked on during the year.

LOCALITY WORKING

The Board received a report at its September meeting outlining three options for sustaining the development of locality working beyond March 2010. Each option contained an outline of pro's and con's, and the Board resolved that option one be favoured, namely a complete closedown of Neighbourhood Management with the setting up a working party in tandem with the Business Efficiency Board to consider the future of locality working in Halton.

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	<p>A further report was submitted to the February meeting of the Board, advising that meetings of the Working Group had taken place on 26th November and 15th December. The Group had considered the scope of the review, the lessons from the neighbourhood management pilot, and some of the options for taking forward locality working. It also considered whether and how any future arrangements might be supported from within existing resources. Key partner agencies would be invited to the next meeting to enable them to contribute their views to the review. It was agreed that a special joint meeting of the Board and Business Efficiency Board take place to consider the findings of the Working Group and to propose a recommendation to Executive Board. That Meeting was informed that the Working Group had met on five occasions and consulted partners, residents and voluntary sector representatives who had served on the Neighbourhood Management Board. The Group recommended that locality working should be rolled out across the Borough based on the current area forum geography but with greater links to partners. The meeting recommended to Executive Board that the proposals for locality working in Halton be set out as follows:-</p> <ol style="list-style-type: none"> 1. Councillors for each area forum area consider the suggestions in the report for refreshing the way in which public meetings are conducted in order to increase attendance and engagement. 2. Area Forums are renamed to emphasise the new approach. 3. Each locality area forum establish a Locality Partnership Board to meet at least three times a year comprising of local councillors and partners. 4. Each locality area forum conducts an annual review in consultation with partner agencies to identify priority actions for the area. 5. A locality working coordinating group be established for the whole Borough with at least one Councillor from each forum, and representatives of key partners to review the operation of these arrangements twice yearly. 6. A sum of £45,000.00 is top sliced from the combined budget of the area forums annually to supplement the funding for Community Development support to the forums. 7. A marketing strategy is developed for locality area forums. <p>These recommendations were subsequently endorsed by Executive Board and full Council.</p>
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ACCESS TO PUBLIC BUILDINGS

In September, the Board received a report updating members on the current position with regard to access by persons with disabilities and Disability Discrimination Act compliance with regard to public buildings. The Board was informed that BVPI 156 – Buildings accessible to people with a disability – was introduced in 2000/01 to monitor the improvement of access to local authority buildings for persons with disabilities. The indicator was formally withdrawn following the 2007/08 submission; however Property Services had a local indicator PUSLI 12 which replaced it together with a Service Objective PS07 which measured DDA compliance with regard to public buildings.

The percentage of public buildings which now complied with BVPI 156 under local indicator PUSLI 12 had risen from 25% in 2003/04 to 72% in 2008/09. The target for 2009/2010 was 75%.

All priority 1 work had been completed where necessary together with over 60% of the necessary priority 2 works.

MARKETS

A report was taken to the Board dealing with the current position with regard to Halton's markets and the work being undertaken by the Markets Topic Group chaired by Councillor Wainwright.

Halton's markets had for a number of years had been in a increasingly competitive environment. Whilst Widnes Market was well occupied many traders were under pressure. The Authority had assisted with regard to rent which had helped the situation and numbers leaving had stopped and some new traders were appearing.

The position of Runcorn Market had stabilised at a lower level but there were still problems with regard to occupancy. The working party was set up to look at ways to improve the situation, and had supported the introduction of a Street Market in Runcorn to increase the social and financial vitality of the area. This had proven a great success in the first few weeks and was then establishing itself with small lettings. Whilst this has only had a partial positive impact on the indoor market, the Town Centre has seen a large increase in visitors on a Tuesday with many of the local traders benefiting. The working party was continuing to examine further aspects of the operation of both markets and further reports would be brought forward in due course.

PEOPLE STRATEGY

In February, the Board recommended that Executive Board adopt and implement the People Strategy for Halton Borough Council, which had been developed by a cross directorate working group which also included a representative from the Trade Unions. The Strategy was founded on the principle that developing people best developed organisations. If people were well trained, well motivated and felt that they were treated well, then good organisational performance would follow.

The Strategy provided an overarching plan for how people would be deployed managed and developed within the organisation and how they would be expected to behave. Through the development of the Strategy, the organisation will be able to address leadership, skills development, recruitment and retention and pay issues in a structured and coordinated way.

The Strategy would also help plan for the future by providing a framework to assess current workforce and people management activity and identify any gaps that needed to be filled.

CORPORATE CUSTOMER SERVICE STANDARDS

The Strategic Director Corporate and Policy submitted a report to the Board in February outlining a Corporate Customer Service Standards Document for the Council.

The Standards had been approved by Members at a meeting of the Customer Service Excellence Members Scrutiny Topic Group on 26th January. Councillor Alan Lowe chaired the Group.

It was noted that the Council already had a good level of customer service but the Corporate Standards would help to build on the current position. It was proposed that the Corporate Government Customer Services Standards and Staff Guide be submitted to the Executive Board for approval and to progress with the development of related communication, training and monitoring.

	<p>USE OF RESOURCES TOPIC THEME PROGRESS REPORT</p> <p>The Board learnt at its February meeting that the Topic Group had met on two occasions. Its main focus was to look at the Council's approach to Energy Management in buildings. The Group had:-</p> <p>received evidence from the Carbon Trust in terms of a Good Practice Model for developing a strategic approach to energy management;</p> <p>examined the Council's approach and received details of the current policy and examined how it compared to the good practice model and to all extent the Policy was fully implemented;</p> <p>received details of the schemes implemented by the Council to reduce energy consumption;</p> <p>looked at the implications arising from the Carbon Reduction Commitment;</p> <p>examined the approach to Energy Management in Liverpool and Knowsley Councils;</p> <p>examined the Council's approach to collecting base line data and how effective the Council was at using data to monitor and reduce consumption;</p> <p>received evidence of the approach to Energy Management at the Stobart Stadium Halton which had resulted in a 24% reduction in consumption;</p> <p>examined the Council's approach to raising staff awareness of energy management.</p> <p>The Group still needed to look at how IT impacts on the levels of energy consumption, the potential for investing in renewal technologies, the Council's approach to financing Energy Management and the opportunity for securing external funding.</p> <p>PERFORMANCE ISSUES</p> <p>During the year the Board has focused a significant amount of time and effort monitoring the performance of its Reporting Departments. Among the performance issues overseen by the Board during the year have been</p> <ul style="list-style-type: none"> ▪ School Catering and the operation of the Stobart Stadium Halton ▪ The process of hearing Job Evaluation Appeals and dealing with Equal Pay Litigation ▪ Sickness Absence – it was noted that the increased scrutiny had contributed to bringing about a reduction in
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	sickness absence levels.
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	<p>WORK PROGRAMME 2010/11</p> <p>The Board has decided that during the current municipal year (2010/11) it would carry out detailed work on the following topics:-</p> <ul style="list-style-type: none">▪ Markets▪ Procurement▪ Carbon Reduction <p>Members of the public are welcome at the meetings of the Board. If you would like to know where and when meetings are to be held or if you would like any more information about the Board or its work, please contact Committee Services. In the first instance, telephone 0151 471 7395 or e.mail gill.ferguson@halton.gov.uk</p>
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REPORT TO: Corporate Services Policy and Performance

DATE: 25th May 2010

REPORTING OFFICER: Strategic Director, Resources

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

WARDS: Boroughwide

1.0 PURPOSE AND CONTENT OF THE REPORT

1.1 The report invites Members to set up Topic Groups in the areas selected for the Work Programme for 2010/11.

2.0 RECOMMENDATION

2.1 **That the Policy and Performance Board –**

- 1) **confirm that the topics of Markets, Procurement and Carbon Reduction comprise the Board's 2010/11 Work Programme; and**
- 2) **Establish Topic Groups for the carrying forward of the Work Programme**

3.0 SUPPORTING INFORMATION

3.1 Members will recall that at the last meeting of the Board on 23rd February last, the topics of Markets, Procurement and Carbon Reduction were agreed as the Board's Work Programme for 2010/11.

3.1 Members are now invited to establish Topic Groups for each of those areas. It is at this stage envisaged that Topic Briefs will be agreed by the Topic Groups themselves as soon as possible.

3.2 It is recognised that there is a considerable amount of work to be done in the areas selected by the Board and it may not be particularly easy at this stage to set out timescales for completion of the Topic Group work.

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

The Carbon Reduction work is intended to benefit the Council in dealing with this critical area of its agenda.

6.4 A Safer Halton

None.

6.5 Halton's Urban Renewal

None.

7.0 RISK ANALYSIS

7.1 No key issues have been identified which require control measures.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no specific issues, but it is envisaged that the work will lead to benefits for the whole of the community in Halton.

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

9.1 None under the meaning of the Act.

REPORT TO: Corporate Services Policy and Performance Board

DATE: 25th May 2010

REPORTING OFFICER: Strategic Director Resources

SUBJECT: Sustainable Community Strategy Performance Report

WARDS: Borough-wide

1.0 PURPOSE OF REPORT

1.1 To provide information on the progress towards meeting Halton's Sustainable Community Strategy targets at 2009 – 10 financial year-end.

2.0 RECOMMENDED THAT:

- i. the report is noted; and**
- 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 Local Area Agreement, which comprises an element of Halton's Sustainable Community Strategy, 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 2010 following a review with Government Office North West. Any changes to performance targets that resulted from this review have been reflected within the enclosed report.
- 3.3 Attached as Appendix 1 is a report on progress to the 2009 – 10 year-end which includes a summary of all measures within the Sustainable Community Strategy, including those in 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 this 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 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

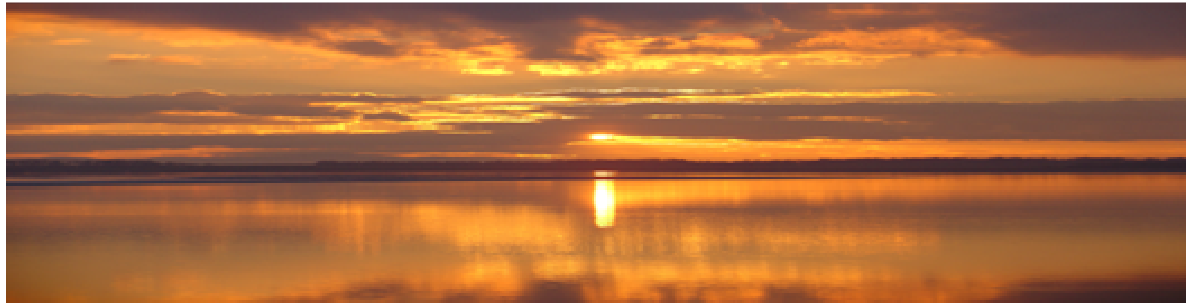
- 8.1 The key risk is a failure to improve the quality of life for Halton's residents in accordance with the objectives of the Sustainable Community Strategy. This risk can be mitigated thorough the regular reporting and review of progress and the development of appropriate actions where under-performance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



The Sustainable Community

Strategy For Halton

2006 - 2011

Year End Performance Progress

Report

01st April 2009 – 31st March 2010

Version control




Version	Date	Revision
1.0		

Document Contact (Halton Borough Council)	
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This report provides a summary of progress in relation to the achievement of targets within Halton's Sustainable Community Strategy.

It provides both a snapshot of performance for the period 01st April 2009 to 31st March 2010 and a projection of expected levels of performance to the period 2011.

The following symbols have been used to illustrate current performance against 2010 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	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.
95	Proportion progressing by two levels at KS3 in English	
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

Page	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		
	121	Mortality rate from all circulatory diseases at ages under 75 (proxy for local indicator H1)		
	122	Mortality from all cancers at ages under 75 (proxy for local indicator H2)		
	123	16+ Smoking rate prevalence		
	124	Increase the number of people with a long term condition supported to be independent and in control of their condition	N/A	N/A
	139	People > 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently	N/A	
	142	Number of vulnerable people supported to maintain independent living		
	150	Adults in contact with secondary mental health services in employment	N/A	

CHILDREN & YOUNG PEOPLE

	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		

Performance Overview

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		
112	Under 18 conception rate		
115	Substance misuse by young people		
116	Proportion of children in poverty	N/A	
117	16 – 18 Year olds not in education, training or employment		
48	Reduce the number of children and young people killed or seriously injured in road traffic accidents		
199	Increase the children and young people's satisfaction with parks and play areas		
CYP1	Reduce the 13% gap in attainment of 5 A*-C GCSEs (including English and Maths) by 25% between those living in the worst 10% LSOA nationally and the Halton average in the three years to 2011		

Performance Overview

SAFER HALTON

Page	NI	Descriptor	09/10 Target	2011 Target
	5	Overall satisfaction with the area	N/A	
	7	Environment for a thriving third sector	N/A	
	16	Serious acquisitive crime rate		
	17	Perceptions of anti-social behaviour	N/A	
	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		
	47	Reduce the number of people killed or seriously injured in road traffic accidents		
	SH1	Reduce the number of incidents of ASB in the worst 5 Lower Super Output Areas compared with the rest of the borough		





EMPLOYMENT, LEARNING AND SKILLS

Page	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.		
	171	VAT Registration rate		








Non Local Area Agreement Measures / Targets

ELS1	Reduce the proportion of adults with no qualifications		
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Performance Overview

ELS2	Increase the proportion of adults qualified to Level 3		
ELS3	Increase the rate of self-employment		
ELS4	Ensure unemployment in any Lower Super Output Area is less than 20% above the borough average	Not available	Not available

URBAN RENEWAL

Page	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 CO2 Emissions in LA area	N/A	
	192	Household waste collected and recycled		

Non Local Area Agreement Measures / Targets

UR1	Assist in maintaining the current baseline of 59,000 jobs in Halton		
UR2	To bring 10 hectares of derelict land back into beneficial use annually		
UR3	Facilitate the relocation of businesses affected by the construction of the Mersey Gateway Bridge (Business identified - 78)		

SAFER HALTON

NI 5 Increase residents overall satisfaction with the area

Baseline (2007/08)	2009 - 10			2011	
	Target	Actual	Progress	Target	Projected
70.4%	N/A			73.4%	?

Data Commentary

The baseline position for this indicator is the perception data that was captured as part of the 2008 National Place Survey.

The next Place survey is expected to be completed in 2010, although the results will probably not be available until Quarter 1 2011/12.

General Performance Commentary

As 2009 is the 'gap' year between the national Place surveys the Halton Strategic Partnership commissioned research from IPSOS-MORI to follow-up the key findings of the Place Survey in more detail.

Generally people are satisfied with Halton as a place to live including: people (neighbours, family and friends), parks, schools, shopping, health and transport, NMAs (local housing and shopping facilities) and have an affinity for the local area with a sense of community and a high proportion of longstanding residents.

The key areas residents felt needed to be improved were: – low level crime, ASB, drugs, lack of respect, job prospects, reduce pollution, influence in decision making (NMAs), clean streets and activities for teenagers.

Summary of key activities undertaken / planned during the year

The neighbourhood management partnership supported a wide range of activity across all three pilot neighbourhoods aimed at tackling key local issues and increasing the engagement of local residents in the work of service providers.

Examples include a continuing programme of themed 'Impact Days' in neighbourhoods that tackled a range of challenges identified by local communities and partners. Inter-generational work was a key aspect of such events.

Other activities have included a number of small and medium scale environmental improvement projects aimed at either 'designing-out' anti-

SAFER HALTON

social behaviour hotspots or enhancing the quality of the local environment. Examples include the painting of several pedestrian subways in Runcorn by local communities using 'street art' designed by young people and the upgrading of sites on the Kingsway estate in Widnes to deter illegal parking and provide a community garden. Again local residents were involved at each stage of the design and delivery process.

The neighbourhood management partnership pilot ended on the 31st March 2010, and the Borough Council is looking to develop a sustainable locality working framework across all of Halton.

URBAN RENEWAL

NI 186 Per capital CO2 emissions in LA area

Baseline (2005)	2009 - 10			2011	
	Target	Actual	Progress	Target	Projected
9.9 tonnes per capita	7.52% (9.16 tonnes)	N/A	See comment	11.1% (8.8 tonnes)	<input checked="" type="checkbox"/>

Data Commentary

Data is provided by DEFRA and updated on an annual basis. Quarterly figures are unavailable.

General Performance Commentary

Performance is improving. Data for 2005 was 9.9 tonnes per capita; for 2006 figure was 9.1 tonnes per capita; and the most recent figure is 8.9 tonnes per capita for 2007. We are therefore well placed to hit our 10/11 target.

Summary of key activities undertaken / planned during the year

- Develop a HSPB Climate change Strategy (report to HSPB in May10)
- Initial meeting planned to look at developing business skills/capacity on renewable technology
- The council are continuing with carbon management and have recently completed a scrutiny review of energy management
- Support to Eco schools
- Green champions in council buildings

REPORT TO: Corporate Services Policy & Performance Board
DATE: 25th May 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 quarter 4 year-end 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 quarter 4 year -end performance management reports;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

3.0 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

Not applicable

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy

SERVICE: Policy and Performance

PERIOD: Quarter 4 to period end 31st March 2010

1.0 INTRODUCTION

This monitoring report covers the Policy and Performance Services fourth quarter period up to period end 31st March 2010. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2009 / 10 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

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

The main development in quarter 4 was the implementation of the efficiency review with recruitment to new structures to provide Council wide support services for Policy and Strategy development, Performance and Improvement and Communications and Marketing. This was successfully completed as was the initial scoping work for the coming financial year.

In March a report on Total Place was published with Treasury Budget papers which signalled a further policy shift toward area based, as opposed to organisationally based, service delivery mechanisms.

Additionally the Child Poverty Act was introduced with the requirement for a Needs Assessment and Strategy to be developed by march 2011.

3.0 EMERGING ISSUES

There are a number of challenges that will need to be addressed during the coming financial year the most significant of which are:

- The need to fully embed the new working arrangements ensuring effective continuity of service.
- To plan for a likely reduction in funding and in particular uncertainty over time-limited funding streams such as Working Neighbourhoods fund which will cease of of March 2011.
- To review the Council's strategic policy framework, including the Sustainable Community Strategy, Corporate Plan and Local Development Framework.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	18		17		0		1
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With the exception of the launch of the new Council website all milestones were achieved as planned and additional information is provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES




Total	3		3		0		0
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The three remaining milestones for the department were achieved as planned and additional information is provided within Appendix 2.

5.0 SERVICE REVIEW




As discussed earlier in this report the department has successfully implemented the revised departmental structure that resulted from the Efficiency Review and all posts have now been filled. Work continues to familiarise new staff members with relevant areas of the Council's operations and service delivery has remained uninterrupted.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3		2		0		1
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The planned LAA / WNF spend of 100% failed to achieve target and additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	14		7		0		7
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A number of indicators have failed to achieve targeted levels of performance and additional details are provided within Appendix 5.

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

Progress against 'key' objectives

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	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		The planned refresh of the LAA was completed and endorsed by the secretary of State as planned.
		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. Consultants are being commissioned to evaluate progress on the MAA

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PP O1 cont'd	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.	<p>Review Halton Data Observatory and partnership data arrangements and upgrade March 2010</p> <p>Complete mid-term review of Sustainable Community Strategy and adopt July 2009</p> <p>Complete mid-term review of Corporate Plan and adopt December 2009</p> <p>Complete design of and undertake survey of Consulting Halton Communities November 2009</p>	<p>Refer comment</p> <p></p> <p></p> <p></p>	<p>A review of the current observatory is complete and ways forward have been identified. However the upgrade of the system has been re-scheduled and aligned to the new Council website going live.</p> <p>Work has also been continuing on a partnership project (DORIC) which is looking at a sub-regional solution covering Cheshire West, Cheshire East, Warrington and Halton. The first phase is expected to be up and running June 2010.</p> <p>The review was completed and a revised strategy adopted as planned.</p> <p>This work is complete and was approved by full Council in December.</p> <p>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 and information disseminated across Council departments.</p>



Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PP O1 cont'd	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.	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. MORI provided a follow up presentation to Senior Management held at the stadium. This resulted in an action plan being developed in order to improve perception levels at the next place survey.
PP O2	Improve the quality and effectiveness of the Council's external communications	<p>Implement new website content management system by July 2009 and migrate content Sept 2009</p> <p>Carry out internal communications survey as part of staff survey September 2009</p> <p>Update Communications Guide; Media Guide ; Style Guidelines October 2009</p> <p>Evaluate Advertising contract September 2009</p> <p>Review arrangements for communicating in a crisis August 2009</p>	    	<p>The implementation of the milestone has seen some delay due to competing pressures on resources. However built site has now been handed over and content currently being migrated.</p> <p>Survey results and actions being communicated to staff via InTouch on a regular basis</p> <p>Being reviewed and updated in light of new structures and arrangements</p> <p>Contract lead, Wirral MBC, reporting to Cabinet May 2010 on new Merseyside-wide contract</p> <p>As previously reported this activity is now complete.</p>

APPENDIX ONE – PROGRESS AGAINST ‘KEY’ OBJECTIVES/ MILESTONES (Policy & Performance)




Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PP O3	Address inequalities and improve opportunities by narrowing the gap between the most deprived wards in the borough and the rest through the delivery of neighbourhood management arrangements.	<p>Complete residents consultation and undertake analysis February 2010</p> <p>Complete and report Business Case for NM funding beyond April 2010 September 2009</p>	<p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>	<p>Findings shared with HSP, HNMB and HBC Locality Working Group</p> <p>Completed. Business case considered by Locality Working Group.</p>
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.	<p>Implement action plan and further review arrangements for business continuity in Directorates by December 2009.</p> <p>Review the embeddedness of strategic risk management arrangements December 2009</p> <p>Corporate Risk Group to review Corporate & Directorate Risk Registers, provide appropriate performance monitoring reports and deliver manager and member training by December 2008</p> <p>Review the Council's preparedness for pandemic flu and have appropriate plans in place March 2010.</p>	<p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p> <p><input checked="" type="checkbox"/></p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

APPENDIX ONE – PROGRESS AGAINST ‘KEY’ OBJECTIVES/ MILESTONES (Policy & Performance)





Progress against ‘other’ Service Objectives / milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PP 05	<i>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.</i>	<p>Develop a functioning overview and scrutiny gateway and web area July 2009</p> <p>Intergrate relevant legislation and guidance into Halton’s overview and scrutiny framework October 2009</p> <p>Agree 2009-10 Policy & Performance Board Work Programme June 2010</p>	<p></p> <p></p> <p></p>	<p>Development complete. Content to be put on intranet and will evolve as new, relevant information is identified and becomes available to meet Members’ needs.</p> <p>Complete as at deadline. Subsequent additional legislation and guidance to be incorporated as relevant into revision of HBC Constitution, and thereafter as it comes into force.</p> <p>Complete</p>





Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
<u>PPLI 1</u>	% Of LAA / WNF Spend (%)	92	100	88.16%		A number of WNF projects involved staff recruitment so delaying spend. Unused funding will now be carried forward into 2010/11
<u>PPLI 4</u> (PPLI 5)	% Of Departments with up to date Risk Registers	100	100	100		All departments Risk Registers were reviewed as planned.
Cost & Efficiency						
<u>PPLI 9</u> (PPLI 11)	% of departmental working days lost due to sickness absence.	3.85	4.0	3.9		Target met despite the impact of swine flu during the course of the year.


Progress Against 'other' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health cont'd						
PPLI 2 (PPLI 3)	% of neighbourhood element funding committed / spent	100 %	100 %	100%		All NM-related 2009/10 Area Based Grant committed by end of Q4.
PPLI 3 (PPLI 4)	% of Departments with up to date Business Continuity Plans	100 %	100 %	100		Annual target met.
PPLI 5 (PPLI 6)	Number of accidents resulting in injuries to staff	36	40	24		A number of initiatives were undertaken during the year which had a positive affect upon the number of accidents resulting in injury.
PPLI 6 (PPLI 7)	% of employees attending emergency planning training exercises.	100	100	100		Target met
PPLI 7 (PPLI 10)	% of invoices paid within 30 days	98	95	77		Performance has largely been affected by the process of accurately recording delayed invoices where additional information has been requested. Further work will be undertaken to determine the exact cause so that future performance can be improved.
PPLI 8	Number of Team Brief feedback forms returned – average per month	20	25	40		Annual target exceeded.




Progress Against 'other' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Fair Access						
NI 140	Fair treatment by local services	67.9	No survey this year	N/A	N/A	-
Quality						
PPLI 10	Overall satisfaction with the information from public services (%)	N/A	No survey this year	N/A	N/A	-
PPLI 11	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	79		This was the first year of this measure and an arbitrary target was set. The new Council website is due to be launched in 2010.
PPLI 13	Satisfaction with In Touch magazine	81.6 2007/8	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	98		Survey showed 68% of readers were very satisfied

Progress Against 'other' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Quality cont'd						
PPLI 15	% of residents in Neighbourhood Management pilot areas who feel they belong to their neighbourhood (NI 2)	54	No survey this year	N/A	N/A	The measure forms part of the Place Survey which was not conducted in 2009 - 10
PPLI 16	% of residents in Neighbourhood Management pilot areas who feel that they can influence decisions affecting their local area (NI 4)	23.9	No survey this year	N/A	N/A	As above
PPLI 17 (PPLI 15)	% of residents in Neighbourhood Management pilot areas expressing overall/general satisfaction with the local area (NI 5)	70	No survey this year	N/A	N/A	As above
PPLI 18 (PPLI 17)	% of residents in Neighbourhood Management pilot areas engaged in Neighbourhood Partnership activity.	4074 (24.7%)	4500	3805 (23.3%)		The quarter 4 figure was depressed to two factors; <ol style="list-style-type: none"> 1. The Extremely cold weather during January 2010 which led to the cancellation of several meetings/events 2. The wind-down of the three partnerships during the quarter saw corresponding reduction in resident engagement




Progress Against 'other' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Service Delivery						
PPLI 19	Value of external funding bids supported (£000's)	2631	1000	£47,910		Cumulative figure £260,907 This figure relates to the total amount of grant awarded during 09/10, where the division led and wrote an application. However, the division has also contributed to a number of joint bids, by providing specialist support on respective funding regimes. This year bids have exceeded £3 million. In addition it is worth noting that enquiries are up from 103 in 08/09 to 175 in 09/10. This reflects an increasing emphasis on supporting joint and consortia bids.
PPLI 20	% of milestones and objectives achieved within annual Neighbourhood Management Action Plan	85	85	85		All milestones and objectives in the 2008-10 Neighbourhood Management Development Plan were successfully completed by the end of Quarter 4,
NI 188	Planning to adapt to Climate Change	0	0-1	0		Working continues towards the achievement of level 1 during the coming financial year.

Progress Against 'other' performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
NI 1	% of people who believe that people from different backgrounds get on well together	74.5	No survey this year	N/A	N/A	These measures comprise part of the bi-annual Places Survey which will not be undertaken during the 2009 – 10 financial year.
NI 2	% of people who feel that they belong to their neighbourhood.	54.8	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	
NI 4	% of people who feel that they can influence decisions in their locality.	23.9	No survey this year	N/A	N/A	
NI 5	Overall / general satisfaction with local area.	70	No survey this year	N/A	N/A	
NI 37	Awareness of civil protection arrangements in the local area	17.4	No survey this year	N/A	N/A	

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.

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy
SERVICE: I.C.T. Services
PERIOD: Quarter 4 to period end 31st March 2010

1.0 INTRODUCTION

This monitoring report covers the I.C.T. Services fourth quarter period up to period end 31st March 2010. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2009 / 10 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress is explained within Appendix 5

2.0 KEY DEVELOPMENTS

Confirmation of the authorities' requirement to be Code of Connection 4.1 compliant by the 19th May 2010 was issued in November detailing further enhancements and specific technical requirement in order to comply with the ever stricter data and network compliance regulations

A new PC contract with HP was initiated resulting in cheaper PCs saving the authority £230 per device reducing the costs considerably allowing for a wider replacement programme yet maintaining the quality and warranty requirement.

Considerable efforts were made in delivering the newly formed centralised Administration Support Service that is now within the department, resulting in the service being delivered within budget and maintain the expected levels of resource.

Again the rationalisation of the ICT resource throughout the authority was a key project and again considerable efforts have been made to maintain effective structures supporting the authorities' efficiency and financial objectives.

3.0 EMERGING ISSUES

The code of connection formal audit will take place between the 5th of May 2010 and the 19th of May 2010. This is the 1st time the authority has undergone such an exercise since the compliance gained within the 3.2 phase.

The vast number of office moves within the authority will impact upon the PC replacement programme due to resource implications but any impact has been planned carefully together with the help of property services.




The new telephony system replacement will commence in June with the tendering exercise beginning and the consolidation of the current VOIP trial, a solution that uses the data network to transfer voice calls throughout the authority offering financial and operational benefit.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	23		17		-		6
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Progress to date has been extremely positive with a relatively small number of activities having to be rescheduled as a result of circumstances emerging throughout the year. Additional details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES




Total	4		3		-		1
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Progress to date has been extremely positive with the minor exceptions detailed within this report. With reference to the satisfaction survey, given the demands generated by the Efficiency Review this has had to be rescheduled until later in the financial year. Additional information is provided within Appendix 2.

5.0 SERVICE REVIEW

As noted above the review of the department has been finalised following the initial and positive KPMG review, a new structure is expected to be delivered at the start of May, followed by consultation with Unions and Staffing to ensure a smooth transition.




6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	3		3		-		1
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Due to considerable staffing issues within the helpdesk team, due to the loss of the Help Desk Manager through long term sickness and the loss of further other staffing resulting in the Help Desk having only one operator for a period of time during this quarter.

Additional details are provided within Appendix 3.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	9		2		0		7
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Although many targets were not achieved performance was maintained to an acceptable level. Although there were delays concerning the ordering and installation of PC's the re-negotiation of contracts during the period will mean significant longer term savings for the authority. Additional 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 RAG symbols







Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
ICT 01	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, and the process is now an operational service
		VM Ware Phase 3 March 2010		All 3 VMWare farms have been consolidated to 1.
		Citrix V3 upgrade March 2010		Citrix is being CLAS certified in line with the Code of Connection requirements.
		Active Directory Phase 2 July 2009		This design stage which has been completed.
		Microsoft Systems Centre March 2010		The software has been implemented we are now in the process of developing on each module.
		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
		End of Life PC replacement programme March 2010		This has been rescheduled to complete end June 2010 due to resources being re-tasked to Code of Connection compliance and the Efficiency Review moves.
SAN and NAS replacement Phase 2 March 2010		New SAN implementation complete. NAS completed at municipal, 2010/2011 capital to implement NAS at RTH and Grosvenor		



Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
ICT O2	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure	<p>313 PC & laptop replacements March 2010</p> <p>Virtualisation of a further 40 servers March 2010</p> <p>Initiate Desktop virtualisation programme Phase 2 March 2010</p> <p>Data and e-mail archiving Phase 2 March 2010</p> <p>All PC data transferred to NAS December 2009</p>	<p></p> <p></p> <p></p> <p></p> <p></p>	<p>This has been rescheduled to complete end June 2010 due to resources being re-tasked to Code of Connection compliance.</p> <p>Complete</p> <p>Other priorities have forced this project to be placed hold.</p> <p>Ongoing, currently focusing on leavers and Citrix users that are being decommissioned.</p> <p>Ongoing,</p>
ICT O3	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform	<p>Evaluation and pilot testing of Microsoft Vista Desktop and Server operating systems July 2009</p> <p>Sharepoint evaluation and limited trial March 2010</p> <p>CSD back office roll out programme March 2010</p>	<p>Refer Comment</p> <p></p> <p></p>	<p>The unanticipated release of the Windows 7 application has meant that this milestone has now become obsolete.</p> <p>SharePoint is live within ICT Services. Staff have attended training, system is being populated with data/documents.</p> <p>CSD continues to be added to new sections. Currently "IwantAdmin" and "IWanHR" are being scoped</p>





Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
ICT O3 cont'd	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform	ICT Security Strategy review March 2010		CoCo version 3.2 compliance continues, 4.1 is due by May 18 th 2010
		Code of connection compliance review March 2010		CoCo version 3.2 compliance continues, 4.1 is due by May 18 th 2010. Various initiatives have taken place and are continuing to ensure this is achieved.
		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 within ICT Services and the Corporate Training Centre. Examination 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 continues to be made on directorate specific trials due to the demands arising from the Efficiency Review.
		Continuing improvements and enhancements to CSD system – ongoing March 2010		CSD continues to have enhancements applied. It is being developed further in order to help support new Centre of Excellence for Administration.

Progress against Key Objective/Milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
ICT O4 cont'd	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.	<p>Wider workflow implementation projects as identified by BPR process March 2010</p> <p>Web channel implementation of CSD – September 2009</p>	<p></p> <p></p>	<p>Ongoing. Much of this work has been delayed due to Business Analysts working on Efficiency Review</p> <p>Web channel implementation is being tied in with the new Web Content Management System, the implementation of which has been delayed to summer 2010.</p>








Progress against Other Objective/Milestones

Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
ICT O5	<i>Improve service efficiency and improvement through the use of Business Process Re-engineering</i>	<i>Deliver business transformational projects identified by the corporate BPR programme March 2010</i>		This work is being undertaken as a part of the Efficiency review
ICT O6	<i>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</i>	<i>Continue development of service desk solutions into the contact centre March 2010</i> <i>Improved Self Help Web Service March 2010</i> <i>Satisfaction survey March 2010</i>	  	ITIL framework implementation, as identified in the Efficiency Review will impact upon this. IWantIT portal has had many new features added. It is planned to implement IWantHR and IWantAdmin by the end of 2010 Because of the Efficiency review and changes to the structure this has been postponed.



Progress against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
ITCLI 1	Average availability of the Council's operational servers (%).	99.12	99	99.05	<input checked="" type="checkbox"/>	Performance on both measures remains high.
ITCLI 2	Average availability of the Councils WAN infrastructure (%).	99.62	99	99.63	<input checked="" type="checkbox"/>	
Service Delivery						
ITCLI 6	Member Support: % of calls responded to within 1 working day.	94	95	96	<input checked="" type="checkbox"/>	Failure to contact councillors within one working day is due to communication failures. There were only 2 calls where an attempt at a response was not made within 1 working day.




Progress against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Service Delivery						
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	58	65	38		Considerable staffing issues that have negatively impacted upon performance have now been addressed
ITCLI 4	% Of all responsive repairs completed within 2 working days.	82	80	79		Target has been marginally missed although overall performance remains relatively high.
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target.					
	Priority 1	100	85	63		Performance has been hampered by staffing issues within the helpdesk team, particularly for the last quarter period where only one operator was available. Although targets were missed there were no significant issues arising.
	Priority 2	98	90	100		
	Priority 3	100	95	87		
	Priority 4	100	100	71		
ITCLI 7	% E-mail accounts set-up within 3 working days of receipt.	92	80	93%		This measure has been refined to reflect the new nature of the increasing range of requests.

Progress against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
ITCLI 8	Average working days from order to completion of a new PC	22	10	38.25		Both of these figures have increased dramatically, however this is explained by the change of supplier during this period. Whilst the contracts were being negotiated no PCs were being delivered or installed. However as a result of this contract the cost of PCs has reduced by around £230 per unit.
ITCLI 9	Average working days from delivery to completion of a new PC	9	5	13.85		
ITCLI 10	Average working days from order to completion of a thin client device	1	7	N/A	Refer comment	These measures are no longer appropriate due to the changes in the ICT infrastructure away from the use of think client devices.
ITCLI 11	Average working days from delivery to completion of a thin client device	1	2			

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.

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy

SERVICE: Legal, Organisational Development and Human Resources Services

PERIOD: Quarter 4 to period end 31st March 2010

1.0 INTRODUCTION

This monitoring report covers the Legal, Organisational Development, and Human Resources Services fourth quarter period up to period end 31st March 2010. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2009 / 10 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress is explained within Appendix 4

2.0 KEY DEVELOPMENTS

The Legal Team successfully passed its Lexcel/ISO inspection in January.

Significant work continued in the lead-up to General & Local Elections in May.

HR and Legal teams were instrumental in carrying out a vast amount of work to ensure that the Council's new structures were in place and operational by year end. The job evaluation appeals were concluded and the team disbanded at the end of March.

3.0 EMERGING ISSUES

A working group has submitted its proposals for the amendment of the Constitution to Executive Board to allow for a recommendation to Annual Council.

Implications arising from the Elections will be implemented without delay.

Progress will continue to be made with the handling of equal pay cases.

Support will be provided to the Mersey Gateway project following the expected announcements.

Work will be undertaken towards adopting new Member Code of Conduct which is expected after the Election.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	5		5		0		0
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All milestones were achieved as planned and additional details are provided within Appendix 1.

5.0 SERVICE REVIEW

The transfer of functions and reappointments of staff resulting from the Council wide restructure were all completed successfully..

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	7		3		0		4
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Targets with regard to staff from BME / with a disability narrowly missed the target. The small numbers involved mean that a minor change can have a significant impact on percentages. Additional details are provided within Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	8		2		0		6
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A number of non-key performance indicators have failed to achieve target and additional 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 Objectives/ Milestones
Appendix 2- Progress against Key Performance Indicators
Appendix 3- Progress against Other Performance Indicators
Appendix 4- Explanation of RAG symbols






Progress against key objective/milestones

Service Plan Ref.	Objective	Key Milestone	Progress quarter 4	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		Accreditations secured as planned
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.



Progress against key objective/milestones

Service Plan Ref.	Objective	Key Milestone	Progress quarter 4	Commentary
<p>LOD O4</p>	<p>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.</p>	<p>Complete and implement staffing protocol Sept 2009</p> <p>Implement Management Competency Framework and commence training programme Sept 2009</p> <p>Implement a Leadership through Change Programme and complete training February 2010</p>	<p></p>	<p>All key milestones are on track /achieved</p>
<p>LOD O5</p>	<p>To ensure that the Council rewards staff in accordance with legislation through a modern pay and grading system.</p>	<p>Implement the outcomes of the completed Pay and Grading Review and undertake any appeal hearings that may arise December 2009</p>	<p></p>	<p>Appeals have now been concluded and the JE team disbanded.</p>

Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Equality, Diversity & Cohesion						
<u>LODLI 2</u> (BVPI 11/ LOD 4)	The percentage of top 5% of earners that are: -					
	Women	45.58	45.00	46.81		Target Achieved
	From black and ethnic minority communities	0.83	2.5	0.86		There is only one employee fitting that criterion. In previous years there were two.
	With a disability	2.87	3.30	2.01		Staff turnover in the final quarter has resulted in the target being slightly missed. With this and the preceding indicator, small changes in numbers can result in significant percentage variations.
<u>LODLI 3</u> (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	1.23		Very slightly below target at year end but the small numbers have a big impact on percentages.
<u>LODLI 4</u> (BVPI 17a/ LOD 10)	Minority Ethnic community staff as % of total workforce.	0.78	1.00	0.77		Very slightly below target at year end but the small numbers have a big impact on percentages.




Progress Against Key Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
<u>LODLI 6</u> (BVPI 12/ LOD 5)	The number of working days / shifts lost due to sickness (Corporate)	13.52	11.25	10.21		Target achieved. A significant amount of work to support effective sickness absence management across the Council has been completed to date.
<u>LODLI 8</u> (LOD 2)	No. Of Members with Personal Development Plans (56 Total)	52	52 (92%)	52		Target Achieved



Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	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	See comment	These measures are collected as part of the Places Survey which will not be undertaken until 2010. Work has been undertaken during the autumn to explore the drivers of local perception and develop actions that will have a positive impact upon these measures.
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			
LODLI 1 (BVPI 2b)	Equality Standard for Local Government	Level 3	New Framework to be adopted	See comment	N/A	The new Equality Framework for Local Government has now replaced the equal standards. Work continues through the Corporate Equality and Diversity Group map the authority's status under the new framework.
LODLI 5	Racial Incidents per 100,000 population	-	New for 2009	See comment	N/A	As reported previously this measure has now been superseded by changes in the external environment which has widened the scope to include other minority related crimes and incidents such as those relating to sexual orientation / disability incidents. Work to develop an appropriate measurement mechanism is being co-ordinated through the Corporate Equality and Diversity Group.




Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
LODLI 7 (LOD 1)	Proportion of departmental working days lost to sickness absence (%)	3.3	4.5	N/A	Refer comment	Due to staff movement within the department that resulted from the implementation of revised structures it is not possible to report on this measure for year-end.
LODLI 9 (LOD 3)	% of Members attending at least one organised Training Event	100	100	82		Disappointingly, the target was not been achieved. Extra effort will be made to encourage Member participation in the next Municipal year.
LODLI 10 (BVPI 14/ LOD 6)	Early retirements (excluding ill-health) as a percentage of the total workforce.	0.05	0.14	0.46		The higher percentage is due to the Efficiency Programme.
LODLI 11 (BVPI 15/ LOD 7)	% Of employees retiring on grounds of ill-health as a percentage of total workforce	0.18	0.12	0.03		Target achieved.
LODLI 12 (BVPI 16b)	% of economically active disabled people in LA area	12%	N/A	13.6%	Refer Comment	Whilst there has been a slight increase in the number of disabled people who are economically active in the area between this year and last year the numbers from BME communities has fallen slightly, which has been reflected in the employee base.
LODLI 13 (BVPI 17b)	Economically active BME population in LA area	1.5%	N/A	1.0%		




Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	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	188		Targets have not been met. Levels of public participation are of course largely determined by subject matter under discussion and not within the control of officers.
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	14		
LODLI 16	% of those eligible casting a vote	-	New for 2009	60%	N/A	Both the electoral turnout and the % of forms A's completed are relatively high giving a positive indication of civic engagement. Efforts will be made to sustain these levels of performance for 2010 – 11.
LODLI 17	% of completed form A's returned	-	New for 2009	96%	N/A	

Progress Against Other Performance Indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Service Delivery						
LODLI 18 (LOD 14)	Average Time taken to issue prosecutions from receipt of instructions (working days) ^{NB}	9.3	10	12		Narrowly failed to achieve a demanding target.
LODLI 19 (LOD15)	Average time taken to complete conveyancing transactions	351	350	360		Target missed due to a number of long and complex transactions. Although this figure shows an improvement it should be noted that the figure can go up and down due to cases which take many years to complete.
LODLI 20 (LOD 16)	Average time taken to complete Child Care Cases (calendar days)	238	275	224		Child care cases are very sensitive area of work and resultant time scales are not always within the control of the legal staff involved however the target has been comfortably achieved.

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.

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy

SERVICE: Financial Services

PERIOD: Quarter 4 to period end 31st March 2010

1.0 INTRODUCTION

This monitoring report covers the Financial Services fourth quarter period up to period end 31st March 2010. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2009 / 10 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress is explained within Appendix 5

2.0 KEY DEVELOPMENTS

The UK economy showed growth of 0.2% during the quarter, however, this was weaker than the 0.4% predicted by many economists.

The Monetary Policy Committee maintained the Bank of England Base Rate at 0.5% throughout the quarter and maintained the programme of asset purchases from private sector institutions (quantitative easing) at £200bn. 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 during the quarter from 2.9% in December 2009 to 3.4% in March 2010. However, this was largely as a result of the reduction in inflation twelve months previously, against which the index is compared. CPI therefore continues to be above the Bank of England's 2.0% target rate.

The Retail Price Index (RPI), which includes mortgage costs, increased sharply during the quarter from 2.4% in December 2009 to 4.4% in March 2010. This was largely due to a rise in mortgage interest costs compared to a fall twelve months previously.

The final Local Government Finance Settlement was announced on 20th January 2010, without any changes to Halton's Settlement compared to the provisional figures.

The Council's 2010/11 Revenue Budget, Capital Programme and Council Tax were approved by Full Council on 3rd March 2010.

On 24th March 2010 the Chancellor presented his 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
- Commitments to protect education, health and numbers of police officers.
- The creation of a £100m fund for local road repairs.
- £11bn of savings will be found through "smarter government".
- discretion for local authorities over £1.3bn of ring-fenced funding and a reduction in the number of funding streams.
- Continued support for tackling youth unemployment through extending Young Person's Guarantee and Future Jobs Fund.

The Audit Commission reported their Audit Opinion Plan to the Business Efficiency Board on 10th March 2010. This set out the audit work to be undertaken in relation to the 2009/10 year-end financial statements and the basis for the Commission's fees.

Preparations have been successfully undertaken during the quarter to establish the new Finance Department Centre of Excellence from 1st April 2010, as part of the Efficiency Review.

Work is underway, with assistance from all Directorates, to prepare the Council's 2009/10 year-end accounts in accordance with regulatory requirements and statutory deadlines.

Information has been provided to the Audit Commission, to assist with the 2010 CAA Use of Resources assessment, the results of which will be reported to the Business Efficiency Board on 29th September 2010.

The Department is involved in the on-going delivery of the Efficiency Programme workstreams.

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.

3.0 EMERGING ISSUES

Work is on-going in respect of the implementation of International Financial Reporting Standards (IFRS), which will provide major changes in accounting and financial disclosure requirements from 2010/11. In order to achieve this, the 2009/10 final accounts must first be restated onto an IFRS basis and it is intended to complete this by 30th September 2010. Areas of IFRS work currently underway include:

- all leases and any similar contracts operated by the Council, including schools, are being identified where the Council is both lessor and lessee. This is necessary to enable the agreements to be reviewed as the definitions of finance and operating leases have been amended under IFRS, which may have an impact in terms of their accounting treatment.
- the total amount of annual leave and flexible working hours carried forward by staff, including teachers, at 31st March 2009 and 31st March 2010 is currently being identified. This will be costed and a provision made in the accounts, in order to reflect the cost of the time owed by the Council to the individuals.
- the bases used for valuation of Property, Plant and Equipment will change significantly under IFRS. From 2010/11 onwards any property revaluations will require separate valuations for major "components" which may have a significantly different lifespan eg. lifts, roofs, windows, walls, boilers. During 2009/10 Property Services have begun to identify and undertake valuations on a component basis in anticipation of the forthcoming IFRS requirements, as part of the rolling revaluation process.

Work is also beginning on re-letting the Council's cash collection and insurance contracts which are due to expire in 2010/11.

4.0 PROGRESS AGAINST KEY OBJECTIVES / MILESTONES

Total	10		10		0		0
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All four of the objectives / milestones for the Department have been achieved and details are provided within Appendix 1.

4.1 PROGRESS AGAINST OTHER OBJECTIVES / MILESTONES

Total	4		4		0		0
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All other objectives / milestones for the Department have been achieved and details are provided within Appendix 2.

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
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All three 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		5		0		1
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The remaining six performance indicators for the Department have been 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

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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 RAG System




Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
<u>FS 01</u>	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	 	The Strategy was reported to Executive Board in 19 th November 2009. The Revenue Budget, Capital Programme and Council Tax were approved by Council on 3 rd March 2010.
<u>FS 02</u>	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. Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee.	  	Reports all issued on schedule. Quarter 3 reports were provided on schedule to Operational Directors. Quarter 3 was reported to Executive Board Sub Committee on 4 th March 2010, showing an overall underspend against the revenue budget.
<u>FS 03</u>	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.




Progress against other objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
FS O4	<i>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</i>	<p><i>Establish treasury Management Policy and report to the Executive Board Sub-Committee by April 2009.</i></p> <p><i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i></p>	<p></p> <p></p>	<p><i>The 2009/10 Treasury Management Policy was approved by Executive Board on 12th February 2009.</i></p> <p><i>Quarter 3 was reported to Executive Board Sub Committee on 28th January 2010.</i></p>
FS O5	<i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i>	<p><i>Report prudential indicators to Council in March 2009.</i></p> <p><i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis</i></p>	<p></p> <p></p>	<p><i>Prudential Indicators for 2009/10 were approved by Full Council on 4th March 2009.</i></p> <p><i>Quarter 3 capital spending was reported to Executive Board Sub Committee on 4th March 2010, showing 78% of planned spending at that stage.</i></p>




Progress against key performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	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 30 th September 2009.
Cost & Efficiency						
NI 179	Value of (organisational) cashable efficiency gains.	£2.65m	£3.3m	TBC		The NI179 return for 2009/10 is to be submitted in July. The forecast value of cashable efficiency gains is expected to be achieved.
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 assessed against the FMSiS in 2009/10 elected to use Internal Audit to undertake the assessment.




Progress against other performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
FSLI 2	<i>Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.</i>	Yes	Yes	Yes		In the 2008/9 Annual Governance Report, the Audit Commission commented: <i>'The Council continues to maintain a sound system of internal control'.</i>
FSLI 3	<i>Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.</i>	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: <i>'... 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'.</i>
FSLI 4	<i>Maintain the Use of Resources scores achieved in CPA last year.</i>	3 out of 4	3 out of 4	3 out of 4		The Council has maintained its score of 3 out of 4 in the Use of Resources assessment for 2008/9.

Progress against other performance indicators

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Cost & Efficiency						
FSLI 5	<i>Achieve investment returns for the year higher than benchmark</i>	5.98%	0.42%	4.00%		Despite continued low rates of interest, the Council's investment interest exceeded the benchmark, having secured advantageous fixed rates on a number of investments during 2008. However, as these deals now come to an end the actual rates achieved in future will be more in line with the benchmark.
Quality						
FSLI 7	<i>Maintain the proportion of all eligible schools buying back financial services.</i>	83%	83%	83%		All existing SLA schools have chosen to buy-back from Financial Services for 2009/10.
Service Delivery						
FSLI 8	<i>Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork.</i>	81%	75%	72.9%		Performance against this indicator dropped slightly below target in quarter four. This was primarily a result of the impact of the Efficiency Programme.

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.

QUARTERLY MONITORING REPORT

DIRECTORATE: Corporate and Policy

SERVICE: Property Services

PERIOD: Quarter 4 to period end 31st March 2010

1.0 INTRODUCTION

This monitoring report covers the Property Services fourth quarter period up to period end 31st March 2010. It describes key developments and progress against key objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2009 / 10 financial statements for the Department will be prepared and made available via the Council's Intranet once the Council's year-end accounts have been finalised. A notice will be provided within the Members' Weekly Bulletin as soon as they are available.

The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress is explained within Appendix 4

2.0 KEY DEVELOPMENTS




We currently have 2 vacant posts, one within the operational team and one within the market team, it has been decided however not to fill these posts at present as the structure of the department is currently being reviewed.

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
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All key objectives have been achieved.

5.0 SERVICE REVIEW




Work is now being undertaken through soft market testing to determine the most efficient and economic means by which the functional area of property services can be undertaken. It is expected that a report will be submitted to Executive Board during summer 2010.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	6		3		0		0
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Three of the key performance indicators are associated with occupancy levels of both the markets together with the industrial units. The current financial climate has had an impact on these as such final occupancy levels are just below target figures, a green light has been given however. The other three indicators in this section are NI's 185, 186 & 194, which are associated with CO2 emissions, year end figures will not be available until June so at this stage it is too early to determine whether we are on target to reduce consumption figures or not.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	7		4		0		3
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Three 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 as the year end figures will not be available until June. Where performance can be reported a small number of measures have marginally missed the annual target and additional information is provided within 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 Key Objectives/ Milestones
Appendix 2 - Progress against Key Performance Indicators
Appendix 3 - Progress against Other Performance Indicators
Appendix 4 - Explanation of RAG symbols

Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PS 01	Ascertain the full cost of holding surplus properties and to identify possible sales	Identify, seek Member approval and commence sales December 2009		The list has now increased to include smaller parcels of land) and further work is being carried out prior to approval being sought
PS 02	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		Surveys completed and examined, work being undertaken on needs arising from surveys, consideration is also being taken account of recent accommodation moves
PS 03	Reduce Backlog of maintenance on property portfolio (currently £3.4 m)	£3.3 million March 2010		All maintenance monies spent by 31 st March, full review of maintenance backlog to be carried out next year as updated condition surveys currently being carried out
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 underway on 1 st floor of Municipal Building due for completion Early 2011. Further moves have taken place including use of Kingsway House.
PS 05	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		VfM indicators submitted to Government with results published. Local group set up (Warrington & St Helens) to examine results and see what actions we need to undertake






Progress against key objectives/milestones

Service Plan Ref.	Objective	Key Milestone	Progress Quarter 4	Commentary
PS O6	Fulfil requirements of Asbestos Audits and Management Regulations	Confirm 100% compliance March 2010		Asbestos site surveys completed.
PS O7	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)	Complete 90% of Priority 2 works by March 2010		Completed, review to be carried out next year to prioritise remaining works.


Progress against 'Key' Performance Indicators

Ref ¹	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
<u>PYSLI 3</u>	Occupancy of Industrial Units	89	80	78		Economy still difficult but some signs of recovery
<u>PYSLI 5</u>	Occupancy of Market (Widnes) %	76	85	77		Internal Market 98% external 48%. Trading still difficult but stabilising
<u>PYSLI 7</u>	Occupancy of Market (Runcorn) %	50	60	61		Internal Market 45% street Market 77% Street Market successful but not bringing further traders to indoor Market
<u>NI 185</u>	CO ² Reduction from LA operations	New PI for 08-9	New PI	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 June therefore it is too early to determine whether we are on course for a percentage reduction.
<u>NI 186</u>	Per capita reduction in CO ² emissions in the local authority area	8.9 tonnes (2007)	7.52% reduction	n/a	n/a	Commentary to be done by Debbie Houghton, Figures not yet available for 09/10
<u>NI 194</u>	Air quality - % reduction in NO _x and primary pm10 emissions through local authority estate and operations	New PI for 08/09	New PI for 08/09	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 June therefore it is too early to determine whether we are on course for a percentage reduction.


Progress against 'Other' Performance Indicators

Ref ²	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Corporate Health						
PYSLI 1	% Of undisputed invoices paid within 30 days	100	100	100		
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	77		All projects completed on budget or under budget, 3 projected actually completed more than 5% under budget therefore outside parameter
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) (Industrial units)	87	95	89		Industrial collection still difficult b stabilising.
PYSLI 6	% Of rent collected as % of rent due - Widnes market	94	95	96		Target marginally exceeded.
PYSLI 8	% Of rent collected as % of rent due - Runcorn market	88	95	92		Continuing economic and trading difficulties have resulted in target being marginally missed

Progress against 'Other' Performance Indicators




Ref	Description	Actual 2008/9	Target 09/10	Quarter 4	Progress	Commentary
Energy Usage						
PYSLI 9	Electrical consumption in KWh/m2	-	New PI for 09/10	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 June 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	-	New PI for 09/10	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 June 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	-	New PI for 09/10	N/A	N/A	Baseline figure for 08/09 now produced, figures for 09/10 only available in June. Due to introduction of water management contract reductions are anticipated but there are no current figures for this.
Fair access						
PYSLI 12	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	72	70	80		Completed

Progress against 'Other' Performance Indicators

Ref ³	Description	Actual 2008/8	Target 09/10	Quarter 4	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	92		12 out of 13 projects completed within 5% margin.

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.

QUARTERLY MONITORING REPORT

DIRECTORATE: Environment
SERVICE: Stadium & Hospitality
PERIOD: Quarter 4 to year-end 31st March 2010

1.0 INTRODUCTION

This monitoring report covers the Stadium & Hospitality Department fourth quarter period up to year end 31st March 2010. It describes key developments and progress against “key” objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2009 / 10 financial statements for the Department will be prepared and made available via the Council’s Intranet once the Council’s year-end accounts have been finalised. A notice will be provided within the Members’ Weekly Bulletin as soon as they are available.

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

2.0 KEY DEVELOPMENTS

THE STADIUM

St Helens RLFC

Negotiations are now at an advanced stage and a formal announcement will be made within the next two weeks concerning St Helens Rugby League Club playing a number of matches here next season.

The present home ground of Saint Helens RLFC, Knowsley Road, is to be vacated in November 2010 and a new ground built with a completion date of around July 2011.

It is a testimony to how the Stadium is held in high regard by both The Rugby League and other Super League Clubs that we were the 1st choice venue for the present Super League Champions.

These games will generate considerable income for the Stadium as the Saints have an average attendance of over 9,000 per game

It is also felt that this decision by both St Helens and the RFL will only help cement the Super League Licence application by Widnes Vikings in the Spring of 2011.

TESCO interviews

To staff the new distribution centre on the 3MG site TESCO have been holding a number of interviews here at the Stadium, they are using upwards of 8 rooms on a daily basis with interview taking around 30 – 45 minutes, the rooms have been booked for a total of seven weeks with the present end date being W/C 31st May.

The management of TESCO have been very complimentary about the support offered by HBC and the excellent facilities here at the Stadium.

SCHOOL MEALS

New Management Structure

The recent Efficiency Programme has resulted in a reduction of 20% in the Management Structure of School Meals, work streams and responsibilities have been redesigned resulting in a saving on budget of around £25K per year.

Awards Evening

An Awards evening was held at the Stadium in March for the School Catering Staff. This evening recognises the catering staff's hard work and motivates them to try and further increase the school meal numbers to make the service more cost effective.

The staff were presented with their NVQ certificates. There are also a variety of Special Awards; these awards are specifically to motivate the staff to improve performance

Savoy Trust Bid for Catering Apprentices

The Catering Service was invited to submit a full submission in partnership with Riverside College for funding for 7 Catering Apprentices.

We have been awarded the funding for one year only.

The 2nd year funding will depend on whether the first year evaluation is successful.

However since the award, Riverside College who had identified funding

of £33,000 have informed us that they are now unable to use any of this funding towards wages.

The College are now investigating other possible funding streams.

We are also in negation with HPIJ and other Council departments to seek match funding.

FINANCIAL PERFORMANCE

Stadium

For the first time the Stadium has operated within budget, this has been down to significant effort by the operational managers in controlling expenditure, particularly casual hours and overtime, in addition the hosting of the Semi-Final coupled with a very successful Christmas period has also contributed.

It should also be noted that this has been achieved on the back of a recession when surplus personal spend is at an all time low.

Coffee Shops

The Coffee Shops, three of which are operated on behalf of other Council departments have reported a small loss which is mainly down to increases of £24K for central overheads, a charge not previously charged to the Coffee Shops direct.

School Meals

School Meals has for the first time operated under budget (£34K) there has been a significant increase in free meals served and a major contributing factor to the under spend is the move to the new SNUPI food contracts.

3.0 EMERGING ISSUES

THE STADIUM

Community Use

A Twilight Walk (in aid of Halton Hospice) has been arranged for 3rd July leaving from The Stadium 9 p.m. and returning 11p.m. for refreshments – using the Sports Hall.

Children of Halton Sing summer event – 1200 children taking part along with Halton Youth Choir and Concert Band. They will be practising all day and then in the evening the concert will be held 7.30 to 9.00 for parents and guests.

Using the South West and North West – staging to be in the West Stand. Again using Stadium Fitness for entry for children –

Foster Care Fortnight on the Thursday 20th May between 5.00pm – 8.00pm the café bar is to be used for displaying literature and as a drop in centre to support Foster Care Fortnight.

New Shoots Fruit & Veg Scheme – This is a neighbourhood project that enables local residents to have access to affordable fresh produce, the group already has over 70 members in the first month of opening, it operates from Stadium Fitness on a Wednesday afternoon between 3.00pm and 5.00pm.

Alive 'N' Kicking Weight Management Programme – This is a National programme that aims to assist overweight young adults to take control and become active in physical activity, two members of staff are based at the Stadium and the first course of is due to start within the next few weeks.

All the above compliment the substantial community activities that are already well established here at the Stadium

Representative Games

The Stadium is to play host to a number of representative games, these games in addition to supporting the Stadium's community objectives also keep us firmly in the sites and minds of the RFL for future games such as Semi-Finals, World Cup matches etc.

Forthcoming Games

Carnegie Champion Schools Tournament Wednesday 5th May 2010

Girls Final – Cardinal Newman (Warrington) v Deanery (Wigan)

Boys Final – St Peter and St Pauls (Halton) v Whitehaven

National Youth Final – Sunday 16th May

National Conference League Finals – Sunday 22nd May

Runcorn ICI Shield (Football) Primary School Final – June 16th

STADIUM FITNESS UPDATE

Fitness Suite

Fitness Suite Members Peak/Off Peak	787
Fitness Suite Casual	1375

Fitness Suite H/Leisure Card

270

Programmed Classes

Ladies only kick fit starts 13th May new equipment purchased with funding from sports development.

Ladies Morning 2 hour session 9.30 exercise 10.30 diet & nutrition

Men's health circuit training

Children's Activities

Cheeky Monkey's Mums & tots meet every Tue & Thurs

Tumble Tot's Mondays

Crèche Daily

Junior Training 11- 16 yrs Saturday afternoon

Family Gym from 11yrs Sunday Morning

Karate Tue, Wed & Fri

Over 60'S

Sequence dancing every Tuesday they now have around 85 members.

Hearts table Tennis

Move on sessions (exercise class for the over 60's who have been ill or in hospital)

Recipe for Health GP referral Tue & Sat

Falls prevention class run by the PCT

Horizon Hypnotherapy is also new to stadium fitness, a new approach to health, diet and wellbeing.

SCHOOL MEALS/CATERING

Review of Bread, Milk, Fruit & Vegetable Contracts

The above contracts have all been recently reviewed; previously the Bread and Milk contract was separate from the Fruit and Vegetable contract.

In order to make efficiency savings and reduce the number of deliveries to kitchens, and therefore reduce delivery vehicles crossing playing areas, it was decided to combine the 2 contracts.

Oliver Kay is the new supplier, this company uses a lot of locally grown (Lancashire/ Cheshire) Fruit and vegetables and is a reputable quality supplier, the contract started on the 1st April and we are already noticing a significant increase in quality and at the same time a reduction in costs.

4.0 PROGRESS AGAINST OBJECTIVES / MILESTONES

Total	15		11		0		4
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A small number of milestones have not been achieved as planned and additional details are provided in Appendix 1.

5.0 SERVICE REVIEW

SCHOOL MEALS

Hospitality Assured 3 day inspection Nov 17th, 18th and 19th

Each year the School Meals Service is subject to an external review where all aspects of the service are measured against a number of specific criteria.

This year the annual inspection achieved a score of 69.1% compared with 66.7% in our last assessment.

The Inspector commented that an overall improvement had been recorded in 9 out of the 10 areas assessed.

This is an excellent result which means that the Service will retain the Industry Quality Service Award “Hospitality Assured Status” for a further year.

The report stated that the increase in score should be seen as a **significant** achievement and reflects the changes and improvements since the last assessment visit.

Only a small number of Local authorities have achieved this standard.

Food Purchasing Contracts

Due to the substantial increase in food costs Management and HBC Procurement Unit are reviewing all food contracts to try and make savings.

Our recent arrangement with SNUPI (which buys on behalf of Universities, Colleges and some Local Councils) has resulted in significant savings when compared to our previous arrangement with Cheshire County Council.

The latest area to be reviewed is the Fruit & Vegetable contract, incorporating Bread and Milk deliveries.

Stadium Internal Audit

A detailed Internal Audit of the Stadium was completed in November 2009. It examined closely all the areas highlighted in the previous audit and also tested systems, practices and procedures.

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.

6.0 PROGRESS AGAINST KEY PERFORMANCE INDICATORS

Total	6		3		0		3
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For further details, please refer to Appendix 2.

6.1 PROGRESS AGAINST OTHER PERFORMANCE INDICATORS

Total	8		7		0		1
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The majority of remaining indicators for the service have achieved or exceeded target and additional details are provided in 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 4 - Explanation of traffic light symbols







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		<p>Due to the Stadium restructure business areas have been redefined and specific managers now have responsibility for more specific budget areas.</p> <p>In addition a number of areas within the Stadium have been reviewed and Managers have had an input into progress against last years Business Plan and are presently looking at areas for improvement for the 2010/2011 Business Plan.</p>
		Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2009		A formal visit took place in September, further visits are planned to all Riverside Campuses' before the end of this term, with further sessions planned for September.
		Measure customer satisfaction with Stadium Community Services. Jan 2010		No formal questionnaire has yet been produced, Stadium Management are presently considering options for approaching the Stadium Community User groups.









Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price.</i> Quarterly		This offer is still proving to be a popular offer, particularly with the Charitable sector. The Stadium has played host to a number of events recently.
		Formulate proposals for event(s) linked to the London Olympics 2012. Sep 2009		Ongoing
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 year end the Stadium is operation within budget for the first time.
		Host a pitch based "Pop Concert" Sep 2009		No Progress to date
		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 October and February and Business Fayre in July both events proved popular. Further events have been planned for 2010/2011.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Continue to develop promotional strategy to attract a minimum of 4 large corporate events annually to the Stadium (new Marquee Suite) Mar 2010		<p>This target has already been exceeded, the Marquee Suite is proving a fantastic investment and is contributing to the Stadium's improved overall financial performance.</p> <p>The Marquee will be in situ for the whole of August with a number of events, including large Weddings and Private Parties taking place.</p> <p>The work is now complete on a more permanent bar structure that will speed up service and enhance the customer experience.</p>
		Introduce alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) Apr 2009		<p>Completed, in addition, a review of the Concourse Bar layout has also been undertaken and following consultation a new queuing systems has proved successful in the North West Concourse Bar.</p> <p>The Safety Team have now fully endorsed this decision and it will continue indefinitely.</p>




Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		Extend concourse bar opening hours (on match days) by 30 minutes. Apr 2009		Completed
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, a new Parent leaflet has been distributed that is having a positive effect on meal numbers. (these are available from the HOS on request).
		<i>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</i>		The cost (£30k) is proving prohibitive in progressing this initiative
		<i>To conduct a benchmarking exercise which compares individual school performance. good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. Dec 2009</i>		This data is collected and shared on a monthly basis, all areas of good practice are highlighted and examined to assess the feasibility of cascading to other Schools.
		Conduct a questionnaire/satisfaction postal survey to all parents/guardians to		Progress is being made and an action plan is being drawn up.

Service Plan Ref.	Objective	2009/10 Milestone	Progress to date	Commentary
		learn of perceived barriers restricting uptake. Evaluate and produce Action Plan. Dec 2009		

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4 year- end	Progress	Commentary
Cost & Efficiency						
SH LI21	Council contribution to Stadium operating costs (£100K's)	11.80	10.78	10.46		The Stadium is performing exceptionally well, a serious drive on expenditure has resulted in some significant under spends which have helped reduce the impact of some areas experiencing a “drop off” in income.
Service Delivery						
SH LI8a	% Take up of free school meals to those who are eligible - Primary Schools	74.38	76	73.73		Due to the significant increase in actual pupils entitled (due to the new simplified registration process) it has been difficult attaining this target, a further promotional campaign aimed specifically at free pupils is planned for early Summer.
SH LI8b	% Take up of free school meals to those who are eligible - Secondary Schools	63.47	65	66.91		Despite the issues outlined above, this target has been met, historically Secondary Pupils are more difficult to get to stay for a school lunch, much effort has been spent on marketing this year which has had a positive effect on meal numbers.
SH LI10	No. of people accessing stadium facilities (1,000's)	635	660	670		Due to the semi-final, representative games and a successful Christmas, this target has been exceeded.
NI 52a	Take up of school lunches – primary schools	46.32	52	46.38		Although the uptake of meals for free pupils is increasing the cost of a paid meal is continuing to be a barrier for increasing overall uptake.
NI 52b	Take up of school lunches – secondary schools	47.21	52	48.75		Although the uptake of meals for free pupils is increasing the cost of a paid meal is continuing to be a barrier for increasing overall uptake.

Ref	Description	Actual 2008/9	Target 09/10	Quarter 4 year-end	Progress	Commentary
Cost & Efficiency						
SH LI5	No. Of meals served versus hourly input of labour	8.53	8.5	8.52		A full staffing review has resulted in the Service achieving this target, all casual and overtime hours are now approved only after consultation with service manager.
SH LI16	Increase in the turnover of the Stadium	1.95	2.10	2.00		Although the Stadium has failed to increase turnover to the anticipated level, we have increased turnover by 50K, this is at a time when optional spend is reducing, this trend has seen a reduction in income in both the Social Club and Stadium Fitness, areas that historically are those that people cut back on when times are hard.
Quality						
SH LI3	% Of catering staff achieving a formal qualification	18	10	12.6		Once again the training section of this service has excelled, Halton now has the highest number of qualified catering staff in the Country, both in terms of actual numbers and in % terms.
SH LI22a	Food cost per primary school meal	66.89	70	69		The new food procurement partnerships are working excellently, despite a general increase over inflation of food costs the service has performed within budget.
SH LI22b	Food cost per secondary school meal	88.32	90	90.45		
Service Delivery						
SH LI1	% Of schools complying with National Nutritional Guidelines (66 Schools)	100	100	100		Fully Compliant
SH LI11	Uptake of the Halton Leisure card	254	260	270		Exceeding Target
SH LI18	Average number of healthy food initiatives per school	5	6	8		Exceeding Target

The traffic light symbols are used in the following manner:

	<u>Objective</u>	<u>Performance Indicator</u>
<u>Green</u>	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	Indicates that the <u>target is on course to be achieved</u> .
<u>Amber</u>	 Indicates that it is <u>unclear</u> at this stage, due to a lack of information or a key milestone date being missed, <u>whether the objective will be achieved</u> within the appropriate timeframe.	Indicates that it is either <u>unclear</u> at this stage or too early to state whether the target is on course to be achieved.
<u>Red</u>	 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.