

Departmental Quarterly Monitoring Report

Directorate: Resources

Department: Policy & Performance

Period: Quarter 2 – 1st July to 30th September 2010

1.0 Introduction

This monitoring report covers the Policy and Performance Department second quarter up to period end 30th September 2010. It describes key developments and progress against all objectives and performance indicators for the service.

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

2.0 Key Developments

Strategic Policy Framework

The review of Halton's strategic planning framework has reached an important stage. The statutory plans (Sustainable Community Strategy 2011-26, Core Strategy, Local Transport Plan 3, and Waste Development Plan Document) are all at or approaching the consultation phase. The production of a Children and Young People's Plan is no longer a statutory requirement, but the Children's Trust has decided that it still requires a strategic framework for 2011, and work on the next Plan has commenced. There is a multitude of other essential strategies under production (for example: Digital Economy and Inclusion Strategy, Workforce Strategy, Equalities Scheme, Child Poverty, and the Confidential Reporting Code).

Inspection and Regulation.

Whilst the headlines are that CAA has been abolished, for the time being little else has changed. Substantial support is being provided by both the Policy and Strategy and the Performance and Improvement Divisions to prepare evidence for assessments and inspections. During September the Care Quality Commission inspected Adult Social Care. Evidence of performance was provided, case files were audited and policy support was provided to ensure that the policy framework was complete and up to date. The authority is also due for an "announced" Ofsted inspection of arrangements for safeguarding children and young people, and

preparations for this are in hand, reviewing performance management and the policy framework for the service. Support has been provided to Children's Services to inform their Annual Children's Services Assessment by Ofsted.

Other developments

Further support has also been provided to maintain and enhance the performance and improvement culture across Children's Services; and to develop Customer Service Excellence across the Council. Work has also commenced with Children's Services to enhance performance information for the Team Around the Family (Locality Working) by geographically modelling available information to inform the future delivery of services.

Efficiencies

The latest edition of Inside Halton was distributed with a 'Know your Councillor' pull out – this had previously been produced as a separate document by an external company funded by advertising support (including adverts from a number of council departments). The new version was produced at no additional cost and therefore demonstrated an overall saving to the authority.

A review was undertaken to look at how we could make the current corporate identity more flexible, without diminishing the overall brand - the ultimate aim being to find out how using the corporate brand in different ways could deliver savings to the authority. Options will now be presented to senior management for consideration. These include, for example, ways of reducing the cost of producing letterheads and compliments slips.

The new arrangements for advertising are already delivering savings, for example for one statutory notice alone we saved over £100 than the same advert last year. Savings on recruitment and statutory notice expenditure in excess of £100,000 may be made in a full year, subject to the amount of advertising placed.

3.0 Emerging Issues

The changes to policy and organisational arrangements announced by the government continue to give rise to uncertainty. In many cases, including the Comprehensive Spending Review, the detail is still awaited following headline announcements. More detail is expected in the next few months (for example the Public Health White Paper is due in November). The departmental work programmes are regularly reviewed and update in discussion with service directorates as changes occur.

The removal of the regional tier of government requires us to revise major strategies to fill the policy vacuum (housing targets, waste facilities, Gypsy and Traveller accommodation, renewable energy, transport) and to understand

changes in working arrangements such as the transition to Local Economic Partnerships (LEP).

The Halton Strategic Partnership Board is being helped to develop and implement exit strategies for projects funded by Working Neighbourhoods Fund (WNF), which will not continue beyond 31 March 2011.

The government has announced that it will no longer be performance managing local partnerships through the Local Area Agreement (LAA), and there will be no reward grant for performance against the 2008/11 targets. The government has also announced that it will review all the performance information that we are required to submit to government after April 2011 and will produce a single list. In the meantime, we are still required to report to government on all the existing data sets. Once this picture becomes clearer, the Council will need to consider what performance information is required for its own purposes, and for publication under the Transparency framework.

Ofsted has a statutory obligation to carry out an annual assessment of Children's Services, which will continue, although the detailed arrangements are under review, as are those of the Care Quality Commission for its assessment of Adult Social Care.


4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	16		14		0		2
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Of the 16 reportable targets, there are 2 that have not progressed as originally planned and therefore allocated as Red. The indicators relate to "quality and effectiveness of the Council's communications". Whilst deadlines for delivery within quarter 2 were missed, both activities are due for completion in the quarter 3. Further details of all the "key" objectives/milestones can be found in Appendix 1


4.2 Progress against 'other' objectives / milestones

Total	4		4		0		0
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All reportable targets are due to reach goal by the year end. Further details about "other" objectives/milestones can be found in appendix 2

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	2		2		0		0
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All reportable indicators are due to reach goal by the year end. Further details about "key" performance indicators can be found in appendix 3.

5.2 Progress Against 'other' performance indicators

Total	2		1		1		0
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There are fewer "other" performance indicators to report than envisaged in the original business plan because of the cancellation of the Place Survey by the government. The one indicator for which there is uncertainty relates to satisfaction with the Council website. This has dipped slightly with the introduction of the new website, but is expected to recover once the new site is complete, and visitors have become familiar with the new layout. Further details about "other" performance indicators can be found in appendix 4.

6.0 Risk Control Measures

During the development of the 2010 -11 Service activity, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were identified.

7.0 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 2010 – 2011

8.0 Data quality statement





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.

9.0 Appendices

- Appendix 1 Progress against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'key' performance indicators
- Appendix 4 Progress against 'other' performance indicators
- Appendix 5 Financial Statement
- Appendix 6 Explanation of use of symbols




Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPO1	Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.


Milestones	Progress Q2	Supporting Commentary
Review of the Children and Young People's Plan. June 2010.		The CYP Plan review was completed on time. The document was approved by the Children's Trust Board and submitted to Ofsted (Office for Standards in Education, Children's Services and Skills) during July. Preparation of the new Children & Young People's Plan 2011 has commenced.
Joint consultation on Core Strategy Publication Document and draft Sustainable Community Strategy 2011 – 2026. November / December 2010.		The consultation period has been set for 29 November to 24 January (8 weeks). The length of consultation relates to the statutory process requirements of the Core Strategy. The Local Transport Plan 3 will also be consulted on at the same time as the Core Strategy and Sustainable Community Strategy.
Submission of Core Strategy to Secretary of State. February 2011.		The Core Strategy is undergoing final Sustainability and Habitats Regulations appraisal (statutory necessities) prior to being submitted to Executive Board in November for approval as a basis for public consultation. This stage is known as the Publication stage and formal representations against the 'soundness' of the plan can be lodged. The final version of the Core Strategy will be sent to the Secretary of State in February 2011.
Support the implementation of the Telecare Strategy Action Plan that will ensure the continued use and development of Telecare. March 2011		3 sub groups of the Early Intervention/Prevention Group have recently been established in order to take developments forward. One of the sub groups (the Telecare Sub Group) has been charged with taking forward the Telecare Strategy Action Plan. The new Telecare Team is in the process of being established, following which the action plan can be taken forward further, with input from the Policy & Strategy Division.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPO2	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.








Milestones	Progress Q2	Supporting Commentary
Monitor performance against Community Strategy targets and review delivery plans June 2010¹		This work is complete and has been reported to the Halton Strategic Partnership Report in May and all Policy and Performance Boards in May and June in the Sustainable Community Strategy Performance Report.
Monitor and review progress in delivering Local Area Agreement targets with partners March 2011		The Local Area Agreement (LAA) is a subset of the targets in the Sustainable Community Strategy for Halton. Whilst the LAA no longer needs to be reported to government, progress against the Sustainable Community Strategy targets will continue to be monitored and reviewed at 6 monthly intervals, with the mid year report due in November 2010.
Monitor & review existing MAA and city regional development plan progress and negotiate new MAA with city region partners and GONW March 2011	Refer to Comment	The situation remains unchanged as reported last quarter - The structural reforms proposed by the new government place a great deal of uncertainty on the future of the MAA in its current format. Changes at the regional level mean that the City Region Development Plan may have to be revised as new Local Economic Partnerships take the place of the North West Development Agency and responsibility for European Regional Development Fund monies and a portfolio of other issues.
Following consultation and engagement, adopt new Sustainable Community strategy and new corporate plan		Consultation and engagement on the new Sustainable Community Strategy is planned for November and is running to time. The

Appendix 1: Progress Against 'key' objectives / milestones

for the period April 2011 on wards. March 2011		consultation draft will go to Executive Board on 4 November for approval.
HSPB to agree exit strategy for end of WNF funding September 2010		Exit strategies were completed by the end of September and reported to the Halton Strategic Partnership Board. They now need to be confirmed in the light of the outcomes of the Spending Review, and implemented.
Negotiate new Local Area Agreement 2011-2014 March 2011	Refer to Comment	The current LAA will expire in March 2011 and will not be replaced. A performance framework will be developed for the new Sustainable Community Strategy in conjunction with the development of a five year delivery plan. This will be done taking account of the availability of resources, once the local impact of the Spending review is known and understood.
Agree local questions for Places Survey 2010 and commission it September 2010	Refer to Comment	Grant Shapps MP (Minister for Housing and Local Gov) announced in a letter to the Chief Executive (10 August 2010) that "I have decided to scrap the Place Survey. You will no longer be expected to report against the National Indicators previously measured by the Survey."
Complete design of and undertake Place Surveys - December 2010	Refer to Comment	
Analyse, evaluate and disseminate results to relevant audiences - March 2011	Refer to Comment	Due to this announcement these three milestones will no longer be reported on and therefore deleted from the Quarterly Monitoring Report. Consideration should be given to whether there is a need for a slimmer local survey. This would best be done when the new national data reporting requirements are confirmed (expected by April 2011)


Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPO3	Improve the quality and effectiveness of the Council's communications

Milestones	Progress Q2	Supporting Commentary
Update corporate communications strategy and supporting directorate work programmes September 2010		The Communications Strategy is set out in the Divisional Plan and directorate work programmes were completed
Issue new A-Z guide to services August 2010		The new A-Z guide is complete, but is currently awaiting printing ahead of distribution. The number to be printed has been reduced to cut costs.
Deliver targeted 'you said, we did' campaign July 2010		Completed. Eight bin wagons have been fitted with advertising boards promoting key messages around tackling crime, recycling, 'green and clean' and activities for young people
Review and reissue media guide September 2010		A draft of the revised media guide and protocol has been developed and is currently under consultation. All work to be completed ahead of reissue in Quarter 3.
Review use of corporate branding/audit of external publications September 2011		The review of corporate branding has been completed and key issues identified. A revised set of corporate identity guidelines has been created, which are more flexible, while protecting the overall brand. The revised guidelines are expected to allow more creativity and also to generate cost savings.
Retender In Touch contract December 2010		Contract has been extended for one year as allowed within current contract. Number of editions of In Touch will be reduced as a cost saving measure.
Review and retender Inside Halton contract March 2011		Tender process has reached PQQ evaluation stage with the new contract to take effect from March 2011.



Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PP04	To ensure continuing service delivery remains effective across the Council through the ongoing development of performance and improvement reporting systems through the implementation of new working arrangements in the Centre of Excellence and in response to central government initiatives.


Milestones	Progress Q2	Supporting Commentary
Provide information to support Statutory Inspections in Children and Young Peoples May 2010 and Adults and Community Directorate September 2010 and ongoing meetings with Regulators.		These inspections were fully supported and had favourable outcomes. All divisions of the department continue to provide support and advice to the service directorates, including meetings with regulators.

Appendix 2: Progress Against 'other' objectives / milestones


Ref	Objective
PP04	<i>To ensure continuing service delivery remains effective across the Council through the ongoing development of performance and improvement reporting systems through the implementation of new working arrangements in the Centre of Excellence and in response to central government initiatives.</i>

Milestones	Progress Q2	Supporting Commentary
<i>Continued review of current performance and improvement reporting mechanisms for Management Team, PPB, Members, Halton Strategic Partnership Boards and subsidiary Boards to maintain and improve current arrangements. March 2011</i>		Performance and improvement mechanisms are under continuous review. In 2010/11 directorate overview reports have been introduced to help Management Team to focus on business critical issues, and these have also been made available to members through the Information Bulletin and the intranet. Further changes will be required as the implications of changes to the national framework become apparent.
<i>To provide needs analysis information for certain key indicators in Children and Young Peoples Directorate at a Locality Level March 2011</i>		Work has also commenced with Children's Services to enhance performance information for the Team Around the Family (Locality Working). Information from the Children in Need Census return has been geographically modelled to inform the future delivery of services.

Ref	Objective
PP05	<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>

Milestones	Progress Q2	Supporting Commentary
<i>Review overview and scrutiny arrangements and where appropriate make recommendations for improvement – January 2011</i>		Initial desk work and options paper drafted. On track for completion within target date.


Appendix 2: Progress Against 'other' objectives / milestones

<i>Agree 2010 – 11 Policy & Performance Board Work Programmes - June 2010</i>		Programmes agreed. Some are deliberately 'light' to enable response to rapidly changing Govt. (and local) agenda.
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Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health

PPLI 1	% Of LAA WNF Spend (%)	N/A	100	25		N/A	Expenditure claims are submitted in arrears after quarter end. Spend is on course for year end.
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Cost & Efficiency

PPLI 8	% Of departmental working days lost due to sickness absence.	2.17	3.7	2.67 (April-Sept)		N/A	Percentage of time lost due to sickness is below target, but slightly higher than last year's outturn. NOTE; Last year's figures were based on the old departmental structure, and were taken from the Zeus time recording system rather than the absence recording system, so the calculation was different. Overall it is still a good performance and remains below target and below the average for the Council. Absence management procedures are followed in the Department.
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Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
NI 1	% Of people who believe that people from different backgrounds get on well together	74.5 (2008)	78	N/A	N/A	N/A	<p>Due to the scrapping of the Place Survey it is proposed to delete all related indicators from future service plan reports in 2010/11 as there will be no information to report.</p> <p>These indicators are drawn from the Place Survey which took place every two years. The last survey was autumn 2008 and the next was due to take place in autumn this year. The government has now scrapped the national Place Survey (10 Aug 2010). Consideration should be given to whether there is a need for a slimmer local survey. This would best be done when the new national data reporting requirements are confirmed (expected by April 2011).</p> <p>As of April 2010 NI 2 & NI3 have both been deleted from the national indicator dataset, although measures may be retained as local indicators.</p>
NI 2	% Of people who feel that they belong to their neighbourhood.	54.8 (2008)	59	N/A	N/A	N/A	
NI 3	Civic participation in the local area -% who have been involved in decisions that affect the local area in the last 12 months	10.5 (2008)	13.5	N/A	N/A	N/A	
NI 4	% Of people who feel that they can influence decisions in their locality.	24.8 (2008)	29	N/A	N/A	N/A	
NI 5	Overall / general satisfaction with local area.	70.4 (2008)	75	N/A	N/A	N/A	



Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Fair Access							
NI 140	Fair treatment by local services	67.9 (2008)	70	N/A	N/A	N/A	Please refer to the comments above regarding the Place Survey.
PPLI 9 (PPLI10)	Overall satisfaction with the information from public services (%)	42 (2008)	44	N/A	N/A	N/A	As of April 2010 NI140 has been deleted from the national indicator dataset, although measures may be retained as local indicator.
PPLI 10 (PPLI 11)	Satisfaction with internal communications of the Council (%)	63	78	N/A	N/A	N/A	Internal Communication Survey to be completed November 2010
PPLI 11 (PPLI 12)	% of people satisfied or more than satisfied with visit to Council website www.halton.gov.uk	83	93	78	?		New website was launched during this period. It is anticipated that the slight decline in satisfaction will turn around as regular site visitors become familiar with the new look and feel of the site.
PPLI 12 (PPLI 13)	Satisfaction with In Touch magazine	74	90	N/A	N/A	N/A	Internal Communication Survey to be completed November 2010
PPLI 13 PPLI 14)	Satisfaction with Inside Halton magazine	-	85	N/A	N/A	N/A	Readers' survey to be included in December edition of Inside Halton.
PPLI 14	Keeps residents well informed about its (Council) services	64 (2008)	67	N/A	N/A	N/A	Please refer to previous comments regarding the Place Survey.

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
NI 188 ¹	Planning to adapt to Climate Change	Level 0	Level 1	Level 0			A framework is being developed to take forward activity to achieve Level 1 or above. The response will be proportional to the level of risk in Halton.

¹ The local authority is assessed against a criteria scored 0 to 4 0 = the authority has begun the process of assessing potential threats and opportunities across its estate and services (for example, flood and coastal resilience plans, emergency planning community risk register/strategies etc.), and has identified and agreed the next steps to build on that assessment in a systematic and coordinated way.

Appendix 5 Financial Statement

POLICY AND PERFORMANCE

Revenue Budget as at 30th September 2010

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Item
	£'000	£'000	£'000	£'000	£'000
<i><u>Expenditure</u></i>					
Employees	3,186	1,650	1,604	46	1,604
Supplies & Services	393	212	212	0	330
Corporate Subscriptions	128	94	90	4	99
Agency & Contracted	0	0	0	0	0
Total Expenditure	3,707	1,956	1,906	50	2,033
<i><u>Income</u></i>					
Sales	-2	-1	-2	1	-2
Grants	0	0	0	0	0
Reimbursements & Other Grants	0	0	0	0	0
Fee & Charges Income	-303	-151	-109	(42)	-109
Total Income	-305	-152	-111	(41)	-111
Net Controllable Expenditure	3,402	1,804	1,795	9	1,922
<i><u>Recharges</u></i>					
Premises	0	0	0	0	0
Transport	40	20	21	(1)	21
Central Support Services	0	0	0	0	0
Support Service Income	-106	0	0	0	0
Net Total Recharges	-66	20	21	(1)	21
Net Departmental Total	3,336	1,824	1,816	8	1,943

Comments on the above figures:

In overall terms spending is currently below the budget at the end of the second quarter.

Regarding expenditure, employee costs are under budget for the period, which is mainly due to a number of staff vacancies that existed within the Policy & Strategy division.

Regarding income, internal charges for printing are currently below budget. This situation will be monitored closely over the coming months.

It is expected that the overall total net spending will be within the Department budget by year-end.

Appendix 5 Financial Statement

POLICY AND PERFORMANCE




Local Strategic Partnership expenditure as at 30th September 2010

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	£000	£000	£000
Local Strategic Partnership				
LSP Team	221	110	29	81
Community Grid	11	5	9	(4)
Unallocated Grant	578	0	0	0
Net Expenditure	810	115	38	77

Regular monitoring reports are sent to the Local Strategic Partnership (LSP) in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Neighbourhood Renewal Fund is spent during the year.




Appendix 6 Explanation of Symbols

Symbols are used in the following manner:

Progress	<u>Objective</u>	<u>Performance Indicator</u>
Green	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage whether the annual target is on course to be achieved</u>.</i>
Red	 Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved unless there is an intervention or remedial action taken</u>.</i>

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green	 Indicates that performance is better as compared to the same period last year.
Amber	 Indicates that performance is the same as compared to the same period last year.
Red	 Indicates that performance is worse as compared to the same period last year.
N/A	Indicates that the measure cannot be compared to the same period last year.