

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Resources
<b><u>Department:</u></b>	Policy & Performance
<b><u>Period:</u></b>	Quarter 4 – 1 <sup>st</sup> January to 31 <sup>st</sup> March 2011

### 1.0 Introduction

This monitoring report covers the Policy and Performance Department fourth quarter up to period end 31<sup>st</sup> March 2011. It describes key developments and progress against all objectives and performance indicators for the service.

The Department's quarter 4 financial statements will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June.

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

### 2.0 Key Developments

The Policy and Strategy Division continues to prepare the framework of statutory plans. The Sustainable Community Strategy 2011-26 has been recommended for adoption by the Executive Board and goes to Full Council on 20<sup>th</sup> April.

The Local Transport Plan 3 has been completed and submitted to the Department of Transport. Both the Core Strategy and the Joint Merseyside Waste Development Plan Document will have a further round of consultation during May 2011, prior to their submission to Government for independent examination.

There are a multitude of other essential strategies under production and policy support continues to be provided to the Children in Care and Safeguarding Inspection Planning Group, a variety of adult social care initiatives, and the Halton Strategic Partnership.

Support has also been provided this quarter to Children's Services to support announced inspection of Safeguarding and Looked after Children Services, which was assessed overall as "performing well". The Council is also pleased to report that under the Inspection evaluation schedule for Performance Management and Quality Assurance the Authority was judged by Inspectors as 'Outstanding'.

For Communications and Marketing, some examples of successful campaigns in the last quarter included:

- Marketing of the new Household Waste Recycling Centre permit scheme resulted in a saving of over £1,200 due to using in-house design and gaining quotes through the print tender;
- Marketing plans for activities at the Stobart Stadium Halton and Widnes Market have been developed along with the promotion of corporate events; a healthy eating fortnight, and the Silver Jubilee Bridge 50<sup>th</sup> anniversary.
- Pro-active marketing of the Brindley continues. Examples of success include working with the media to increase public interest in getting an extra show to be scheduled.

A project to review the Council's corporate website is underway, looking at areas such as usability, structure and content. In addition the introduction of a new design and print policy will reduce costs and ensure greater reliability and consistency of service.

### 3.0 Emerging Issues

The four key Bills are being tracked with interest as they will have a wide ranging impact on the role and governance arrangements of local government. These are:

#### Localism Bill

The Bill will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions.

#### Health and Social Care Bill

The Bill proposes to create an independent NHS Board, promote patient choice, and reduce NHS administration costs. The key areas are: establishes an independent NHS Board to allocate resources and provide commissioning guidance; increases GPs' powers to commission services on behalf of their patients; strengthens the role of the Care Quality Commission; develops Monitor, the body that currently regulates NHS foundation trusts, into an economic regulator to oversee aspects of access and competition in the NHS; cuts the number of health bodies to help meet the Government's commitment to cut NHS administration costs by a third, including abolishing Primary Care Trusts and Strategic Health Authorities.

### Education Bill

The Bill seeks to implement the legislative proposals in the Department for Education's schools White Paper, 'The Importance of Teaching' and measures from the Department for Business, Innovation and Skills relating to skills and the reform of higher education funding.

### Policing and Social Responsibility Bill

The Bill covers five distinct policy areas: police accountability and governance; alcohol licensing; the regulation of protests around Parliament Square; misuse of drugs; and the issue of arrest warrants in respect of private prosecutions for universal jurisdiction offences. Second reading - the general debate on all aspects of the Bill - is scheduled for 27 April.

The team continues to support Halton's Strategic Partnership through the review of governance, fulfilment of the development day action plan and finalisation of the Working Neighbourhoods Fund programme.

The Council will need to review its performance management framework in 2011/12 to ensure that following the abolition of the national indicator set, it has sufficient information to make comparison with other authorities. The Local Government Group (LGA) has set out proposals for self regulation in the Local Government sector including funding the development of a Knowledge Hub, (launched in April 2011, to be fully operational by September 2011) to provide a platform to support networking, collaboration and knowledge sharing across the sector, allowing benchmarking and comparison.


The implications of the publication of the single data set will be further considered in 2011/12 with the Coalition asking six local Authorities to review data collections further. These Local Authorities include Manchester City Council, Hampshire County Council, St Albans City and District Council, Somerset County Council, Wandsworth Borough Council and Leicester City Council. Thus, given the present scope and volume of the single data set, it remains to be seen whether the 'burdens' placed on Local Government will be reduced or simply redefined

A number of personnel issues, including maternity leave of the Divisional Manager and the transfer of the Principal Internet / Intranet Officer and other staffing issues, will impact upon the overall capacity of the communications and marketing function during the next 12 months.

As a result of the new organisational structure as of April 2011 the Department will become the Policy Planning and Transportation Department. Further details of the revised functions of the new Council Directorates / Departments can be accessed via <http://intranet/documents/structurecharts/?a=5441>

## 4.0 Service Objectives / milestones

### 4.1 Progress against 'key' objectives / milestones

Total	16		15		0		1
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All but one of the departments "key" milestones/objectives have been achieved by the end of quarter 4 reporting period. The one outstanding milestone/objective will be completed within the first quarter of 2011/2012. Further commentary in relation to "key" milestones/objectives can be found within Appendix 1.

### 4.2 Progress against 'other' objectives / milestones

Total	4		4		0		0
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All of the departments "other" milestones/objectives have been achieved by the end of the quarter 4 reporting period. Further details in relation to all of the "other" milestones/objectives can be found within Appendix 2.

## 5.0 Performance indicators

### 5.1 Progress Against 'key' performance indicators

Total	2		1		0		1
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Of the departments 2 "key" performance indicators 1 has not met its target. The outstanding target relates to Working Neighbourhood Funding spend and the funding has been re-allocated to projects within 2011-2012. All information relating to the "key" performance indicators can be found within Appendix 3.

### 5.2 Progress Against 'other' performance indicators

Total	5		2		0		3
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Of the 5 “other” performance indicators reported at this time, 2 ambitious targets relating to internal communications and InTouch have been missed. In addition a measure relating to customer satisfaction with the Council website has been missed. Further details can be found within 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 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 Q4	Supporting Commentary
Review of the Children and Young People's Plan. <b>June 2010.</b>		The CYP Plan review has been completed to time against projected deadlines. The document has been approved by the Children's Trust Board and submitted to Ofsted (Office for Standards in Education, Children's Services and Skills) during July.
Joint consultation on Core Strategy Publication Document and draft Sustainable Community Strategy 2011 – 2026. <b>November / December 2010.</b>		All documents were placed on consultation 29 November to 24 January (8 weeks). The Local Transport Plan 3 was also consulted on at the same time as the Core Strategy and Sustainable Community Strategy.
Submission of Core Strategy to Secretary of State. <b>February 2011.</b>		Due to late delivery of supporting material and to take into account the views of statutory consultees, it is intended to reconsult on a slightly amended 'Revised Proposed Submission Draft' in May 2011, before proceeding to formal Submission in July 2011.
Support the implementation of the Telecare Strategy Action Plan that will ensure the continued use and development of Telecare. <b>March 2011</b>		As reported last quarter, 3 sub groups of the Early Intervention Prevention Group have been established. The Telecare Sub Group has been charged with taking forward the Telecare Strategy Action Plan 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 Q4	Supporting Commentary
Monitor performance against Community Strategy targets and review delivery plans <b>June 2010</b> <sup>1</sup>		This work is complete and was reported to the Halton Strategic Partnership Report in May 2010 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 and agree refresh with government office <b>March 2011</b>		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 six monthly intervals. A mid year update report was presented to the January 2011 Policy & Performance Boards and a year end update will be presented to the May/ June Policy & Performance Boards.
Monitor & review existing MAA and city regional development plan progress and negotiate new MAA with city region partners and GONW <b>March 2011</b>	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 for the period April 2011 on wards. <b>March 2011</b>		The Sustainable Community Strategy has been recommended for adoption by Full Council on 20 <sup>th</sup> April 2011. A new Corporate Plan has been produced and will complete a final round of consultation prior to adoption.

## Appendix 1: Progress Against 'key' objectives / milestones



HSPB to agree exit strategy for end of WNF funding <b>September 2010</b>		As reported in previous quarters, this work has been completed.
Negotiate new Local Area Agreement 2011-2014 <b>March 2011</b>	Refer to Comment	As reported last quarter the current LAA ended in March 2011 and will not be replaced. Locally established performance indicators will be selected to monitor progress in tackling local issues of greatest concern for the new Sustainable Community Strategy in conjunction with the development of a five year delivery plan. This will be finalised when the new national data reporting requirements and further regulatory changes are confirmed later in 2011.

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


Milestones	Progress Q4	Supporting Commentary
Update corporate communications strategy and supporting directorate work programmes <b>September 2010</b>		Milestone complete as previously reported. Work is currently being undertaken as part of the development of work programmes for 2011-12
Issue new A-Z guide to services <b>August 2010</b>		Milestone complete as previously reported, A-Z Guides distributed via HD's, libraries etc
Deliver targeted 'you said, we did' campaign <b>July 2010</b>		Milestone complete as previously reported
Review and reissue media guide <b>September 2010</b>		New revised guide issued.
Review use of corporate branding/audit of external publications <b>September 2011</b>		New branding being used on adverts, which is already delivering savings as less space is required with new design



## Appendix 1: Progress Against 'key' objectives / milestones



Retender In Touch contract <b>December 2010</b>		Contract has been extended for one year as allowed within current contract. Number of editions of In Touch will be reduced from 12 to 9 as cost saving measure
Review and retender Inside Halton contract <b>March 2011</b>		First edition under new arrangements published in March 2011 with subtle design/layout changes. New controls are in place to reduce advertising spend from council departments who are offered free editorial space, instead of paid for advertising.

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 Q4	Supporting Commentary
Provide information to support Statutory Inspections in Children and Young Peoples <b>May 2010</b> and Adults and Community Directorate <b>September 2010</b> and ongoing meetings with Regulators.		As previously reported these inspections were fully supported and had favourable outcomes. Additionally, in this last quarter support was provided to Children's Services in February 2011 to support the Ofsted Inspection of Safeguarding and Looked after Children Services, again with a favourable outcome. The Council is also pleased to report that under the Inspection evaluation schedule for Performance Management and Quality Assurance the Authority was judged by Inspectors as 'Outstanding'.



## 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 Q4	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. <b>March 2011</b></i>		<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. In the light of changing regulatory requirements, for instance the abolition of the National Indicator Set, to be replaced by a single data set of all information required by Central Government from Local Authorities;; the proposed outcomes frameworks for adult social care, health and the NHS. A report will be presented to the Corporate Services PPB in May 2011, to provide further detail on a proposed way forward to ensure the Local Authorities Performance Framework remains fit for purpose.</i>
<i>To provide needs analysis information for certain key indicators in Children and Young Peoples Directorate at a Locality Level <b>March 2011</b></i>		<i>Children's centre profiles have now been established using a consistent and comprehensive set of key socio demographic metrics, to inform and direct future Business Plans for 2011/12. Workshops have taken place with Children's Services Managers to explore and further develop the continued and systematic use and reporting of performance data and information. This process supported the recent inspection of Brookvale Children's Centre, which resulted in a favourable "Good" outcome for the service</i>

**Appendix 2: Progress Against 'other' objectives / milestones**

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 Q4	Supporting Commentary
<i>Review overview and scrutiny arrangements and where appropriate make recommendations for improvement – <b>January 2011</b></i>		<i>Review absorbed into development of new arrangements for overview and scrutiny after 31<sup>st</sup> March 2011, led by the Strategic Director of Policy &amp; Resources.</i>
<i>Agree 2010 – 11 Policy &amp; Performance Board Work Programmes - <b>June 2010</b></i>		<i>Programmes agreed. Some are deliberately 'light' to enable response to rapidly changing Govt. (and local) agenda.</i>

### Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<b>Corporate Health</b>							
<b>PPLI 1</b>	% Of LAA WNF Spend (%)	88.16	100	75			Following a review of partnership funding, the Halton Strategic Partnership has re-allocated the under spend for 2010-2011 to the delivery of projects within 2011-2012.
<b>Cost &amp; Efficiency</b>							
<b>PPLI 8</b>	% Of departmental working days lost due to sickness absence.	3.9	3.7	2.77 (Apr – Mar)		N/A	Sickness absence is well ahead of target for year end. 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.
<b>Fair Access</b>							
None identified							
<b>Quality</b>							
None identified							
<b>Service Delivery</b>							
None identified							

#### Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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#### Corporate Health

See footnote <sup>1</sup>

#### Cost & Efficiency





None identified

#### Fair Access

PPLI 10 (PPLI 11)	Satisfaction with internal communications of the Council (%)	63	78	64.9			Satisfaction as measured through internal communications survey shows an increase from the previous year. However, it is still some way off the target of 78%. A report has gone to management team and an action plan prepared to address the main issues raised by the survey in an attempt to achieve this ambitious target.
PPLI 11 (PPLI 12)	% of people satisfied or more than satisfied with visit to Council website <a href="http://www.halton.gov.uk">www.halton.gov.uk</a>	79	93	68			Satisfaction is likely to be affected while we still have two sites up and running. It is hoped new features will start increasing satisfaction levels – these features include a 'find my nearest' and enhanced search facilities.

<sup>1</sup> As outlined in previous reports, following the scrapping of the Place Survey, a number of perception based indicators have now been deleted from the Quarterly Monitoring process. An alternative method of collection is currently being considered for the collection of a range of localised perception based indicators.



#### Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
PPLI 12 (PPLI 13)	Satisfaction with In Touch magazine	74	90	81.6			Satisfaction is again up on last year's figures but won't achieve the very ambitious target of 90% - meeting this target may also be affected by the reduction in the number of editions produced, which will drop from 12 per year to 9 per year as a result of budget savings.
PPLI 13 (PPLI 14)	Satisfaction with Inside Halton magazine	98	85	98%			Readers' survey in the Dec 10 edition resulted in 98% satisfaction with the magazine. A refreshed look to the magazine starting with March 2011 edition should keep satisfaction rates high.

#### Quality

None identified




#### Service Delivery

NI 188 <sup>2</sup>	Planning to adapt to Climate Change	Level 0	Level 1	Level 1			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.
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<sup>2</sup> 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 Explanation of Symbols

Symbols are used in the following manner:

<b>Progress</b>		<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
<b>Green</b>		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>
<b>Amber</b>		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</u> whether the annual target is on course to be achieved.</i>
<b>Red</b>		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</u> unless there is an intervention or remedial action taken.</i>

### Direction of Travel Indicator

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

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