



Corporate Policy and Performance Board

**Tuesday, 7 September 2010 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

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

Chief Executive

BOARD MEMBERSHIP

Councillor Alan Lowe (Chairman)	Labour
Councillor Joe Roberts (Vice-Chairman)	Labour
Councillor Peter Browne	Conservative
Councillor Mark Dennett	Labour
Councillor Robert Gilligan	Labour
Councillor Diane Inch	Liberal Democrat
Councillor Kath Loftus	Labour
Councillor Paul Nolan	Labour
Councillor Ulfar Norddahl	Liberal Democrat
Councillor Ged Philbin	Labour
Councillor Kevan Wainwright	Labour

*Please contact Ann Jones on 0151 906 3795 Ext. 1179 or e-mail ann.jones@halton.gov.uk for further information.
The next meeting of the Board is on Tuesday, 2 November 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)	
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.	
3. RESOURCES PORTFOLIO	
Councillor Mike Wharton, Executive Board Portfolio Holder for Resources, will attend the meeting to provide Members with an update on current issues within his portfolio, and to answer any questions Members may have arising from this.	
4. PUBLIC QUESTION TIME	1 - 3
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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: 7th September 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: 7 September 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 Committee 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 8 APRIL 2010

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.

EXB117 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.

REPORT TO: Corporate Services Policy and Performance Board
DATE: 7 September 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, 17 February 2010 at the Karalius Suite, Stobart Stadium, Widnes

Present:

Board Members:	Councillor Rob Polhill	HBC
	(Chairman)	
	Colin Billingsley	Job Centre Plus
	Councillor Marie Wright	HBC
	Diane Sproson	Greater Merseyside Connexions Service
	Fiona Johnstone	NHS Halton and St Helens
	Rev. Ray Jones	Faith Communities
	Terry Parle	Halton Sports Partnership
	Mike Fry	Community Empowerment Centre
	Beth Edwards	Community Empowerment Network
	Councillor John Swain	HBC
	Nick Atkin	Halton Housing Trust
	Chris Koral	Northwest Development Agency
	Councillor Dave Cargill	Police Authority
	Michael Sheehan	Riverside College
	Richard Strachan	Cheshire Police
	Eric Hudson	Chamber of Commerce
	Jane McCusker	GONW

Advisors to the Boards

	David Parr	HBC
	Rob Mackenzie	HBC
	Sally McDonald	HBC
	Andrew Pannell	HBC
	Andy Guile	Halton Voluntary Action Together

In Attendance:: Andrew Pladgeman (Chamber of Commerce)

Apologies for Absence: Councillor Hignett (HBC), Shelah Semoff (HSP), Andrew Burgess (NHS Halton & St Helens), Gerald Meehan (HBC), Kevin Mothersdale (LSC), Evan Morris (Cheshire Fire & Rescue Service), John Rowlands (Schools Sector)

102 MINUTES OF THE LAST MEETING AND MATTERS ARISING

The Minutes of the meeting held on 18 November 2009 having been printed and circulated were agreed as a correct record.

103 THE STOBART'S GROUP

The Board received a verbal presentation from Mr Steve O'Connor on the Stobart Group. The Stobart Group was establishing itself as the UK's front runner in the rapidly developing multimodal freight, logistics and warehousing sectors. The Group operated from around 40 sites across the UK and into Continental Europe and Ireland. It was reported that Tesco had announced plans for a new distribution centre in Widnes, Cheshire to serve stores in the North West of England. The new fresh food facility in Widnes would provide an increased capacity to serve a growing network of stores across the region as well as enhanced staff facilities and positive environmental impacts. The site also offered access to an alternative transport infrastructure, including port and rail which would allow exploration of future opportunities to reduce freight travelling by road.

A Stobart Group brochure, a 3Mg Multimodal Gateway dvd and leaflet was circulated at the meeting.

The following points/comments arose from the discussion:-

- It was noted that supermarkets such as Asda and Tesco used their own vehicles. However, the Stobart Group had a facilitating role to get the best value from a logistic offering and by demonstrating they could do it more effectively were able to move a variety of retail products on their behalf;
- In respect of the new jobs on the 3MG distribution site in Widnes, it was noted that it was anticipated that there would be 12 weeks training. Some of the training would be in other cold stores throughout the country which would involve a considerable amount of travel during the induction period. However, some of the training would be undertaken locally;
- The impact and influence the Stobart Group had in reducing freight on the road was noted. It was also noted that their biggest challenge was weather conditions;
- The numerous benefits for Halton from the recycling facility at the new Tesco Distribution Centre was noted; and
- The contingency plans that had been put in place at the site was noted. It was suggested that it would be beneficial for the Stobart's Group to work in partnership with Cheshire Police on contingency planning.

In conclusion, the Partners thanked Mr O'Connor for his attendance at the meeting and the difference his Group had made to the area to date. In response, Mr O'Connor thanked Halton Borough Council and the North West Development Agency for their support.

RESOLVED: That

- (1) the presentation and comments raised be noted; and
- (2) Mr O'Connor be thanked for his attendance and informative verbal presentation.

104 WNF PROJECT REVIEW AND EVALUATION

The Board considered a report which gave an update on the planned review exercise that would take stock of current progress for a number of SSP projects.

The Partners were advised that there were currently approximately 70 projects running, either fully or partly funded by WNF which superseded NRF. A number were given approval to run over two years, subject to a performance review at the end of year one.

It was reported that this month, the Board would need to agree spend for the financial year 2010/2011. As the Partnership's Accountable Body, the Council's Executive Board would need to endorse these recommendations the following month. Initially, it was envisaged that colleagues from the Council's External Funding would undertake a simple review prior to the meeting to ascertain progress to date and provide feedback to the two Boards, giving information to help make decisions about continuation of funding. However the timescales had made this impractical.

The Partners were further advised that the review was intended as a light-touch process, working with the Partnership Team and partner organisations to inform and guide future funding decisions. It would take place between April and August 2010 to look in more detail at such issues as:

- Exit/Forward strategies;
- Identification of best practice;
- Performance Management/Record Keeping;
- Success of the project/lessons learned; and
- Recommendations for future projects.

It was intended that this would be reviewed by colleagues from the Council's External Funding who would start the evaluation process on the efficacy of WNF funding during its lifetime and start to inform planning for projects to be funded under possible future funding rounds.

RESOLVED: That

- (1) the report be noted:
- (2) support be given for the implementation of the evaluation/review exercise; and
- (3) the review should make sure of evaluation work already carried out by SSPs.

- (4) the review exercise be completed by August 2010.
- (5) The offer of support from Cheshire Police in the form of staff time was welcomed.

105 WNF FINANCIAL SUMMARY UPDATE

The Board considered a report which gave an update on the latest spend profile for Working Neighbourhood Fund (WNF) and drew attention to several other financial matters.

The Partners were advised that if project profiles had slipped from 2009/10 to 2010/11 compared to budget allocations, and they wished to carry over funds, a strong business case must be put before the relevant SSP Chair and Chief Executive of the Accountable Body as well as submitting a new SLA to the Partnership Team.

The Partners were further advised that they should make every effort to ensure a full spend of WNF allocations by March 2011. As the end of current WNF funding was only 15 months away, Partners were encouraged to look at how they could mainstream good practice and maximise benefits for Halton. The suggested review and evaluation exercise would, in part, identify those staff fully supported by WNF and would look at exit strategies for post March 2011.

The following comments arose from the discussion:-

- It was suggested that there could be a separate approvals processes for under spends and over spends;
- That all project managers notify the Partnership Team of any under spends and the reason for the under spend to enable the team to formulate recommendations to address the issue;
- It was suggested that robust processes were required to identify project outcomes and ensure they were delivered within the spending target;
- It was agreed that identified under spends could be re-allocated to other projects; and
- The importance of ensuring project spend according to original SLA profiles was noted.

RESOLVED: That

- (1) Projects would not be permitted to carry over funds into the financial year 2011/12, unless there are truly exceptional circumstances. Approvals for slippage will be delegated to the

LSP Performance and Standards Sub-group to which requests should be directed; and

- (2) projects notify the Partnership Team of potential carry overs and under spends for the 2009/10 financial year. Carry overs will be subject to the approval of the SSP Chairs, Chief Executive of the accountable body, and a revised SLA submitted to the Partnership Team.

106 LAA DELIVERY PLANS

The Board considered a report which made a proposal that the financial plans for each of the five strategic priorities in order to support the delivery of Halton's Local Area Agreement; and the need to start the consultation processes for the new Sustainable Community Strategy; and the approval of the funding allocations contained within them.

RESOLVED; That

- (1) the allocation of the Working Neighbourhood Fund and Safer and Stronger Communities Fund for 2010/11 referred to in the report be approved subject to endorsement by the accountable body (the Borough Council);
- (2) delegated authority be granted to the Chair to approve amendments as necessary; and
- (3) SSP Chairs take forward the work necessary to develop new action plans for the thematic partnerships.

107 ANNUAL REFRESH AND REVIEW

The Board considered a report which informed Partners of the progress being undertaken to meet the Government's deadline for a refreshed 2008 – 11 Local Area Agreement (LAA).

The Partners were advised that due to the timescale involved with the process of refreshing the 2001-11 LAA, it was not possible to bring the final document back to a Board meeting. The next meeting of the Lead Officer Group was due to take place but the baseline data for a number of indicators would not be available at that time (Places Survey results). Therefore it will be close to the 12 March deadline before the draft agreement is finalised. The next meeting of the Board was not due to take place until after the deadline. The final version, would therefore be emailed out to Board Members, who would then be given an opportunity to comment and agree.

RESOLVED: That

- (1) the progress with the refresh of the LAA be noted; and

- (2) an electronic endorsement of the final refreshed 2008-11 LLA be agreed.

108 LPSA PROPOSALS

The Board considered a report which gave advise on the process for approving LPSA2 funding proposals which had been agreed with SSP chairs and the Partnership's Accountable Body.

The Partners were advised that there were no time limits set for spending the LPSA2 funds and therefore the Chair's decision to delay approvals until additional information was available was seen as a positive way forward, ensuring the Partnership focussed resources where they were needed most and would produce the best results for Halton's residents.

The Board was further advised that the Partnership Team had been requested to arrange an extraordinary meeting of the SSP Chairs Group at the end of March. The Partners were asked to endorse the revised timetable and confirm their decision to delegate authority for approvals to the Chair's Group.

RESOLVED: That

- (1) the revised timetable be endorsed; and
- (2) approval for proposals be delegated to the SSP Chairs Group.

109 DEVELOPMENT SESSION FEEDBACK AND DECISIONS

The Board considered a report which provided Partners with feedback from the Development Session which took place on 25 January 2010 and provided for discussion, the first draft of a Partnership Development Plan.

The Board was advised that the session had taken place on 25 January at the Northwest Fire Command Centre, Lingley Mere, Warrington. Following the workshops a development plan was started and shared with those present. The draft plan was attached to the report and the Board was asked to discuss its contents. Any comments and/or amendments would be included in it's final version to be brought back to the Board in May for agreement, following it being shared with the thematic partnerships.

The following points arose from the discussion:-

- It was suggested that the 'Responsibility' column in the Partnership Development Plan be completed before it is circulated for discussion; and
- It was noted that there needed to be a clear communication framework in place.

RESOLVED: That

- (1) the draft Partnership Plan be endorsed in principle;
- (2) SSP Chairs ensure the plan is discussed at thematic partnership level and their comments included in the Plan;
- (3) SSPs take ownership of the Plan once agreed by the Board; and
- (4) The final Development Plan be brought back to the Board meeting in May for agreement.

110 HBC ENGAGEMENT AUDIT FEEDBACK

The Board considered a report which informed the Partners of a corporate community engagement audit framework developed in the Borough Council and highlighted the need to review the partnership Community Engagement Strategy.

It was reported that the partnership had published a Community Engagement Strategy, Toolkit and Network in October 2005 and set out to review the strategy in three years, which was now overdue. The Community Engagement Network was established and has supported operational engagement activity in particular, delivering training for front line officers but a strategic role in co-ordinating joint activity across agencies had not been realised. The consultation register was not well utilised and required improvements.

In addition, the Council had developed a corporate community engagement audit and analysis framework and had completed an assessment. Information was gathered on a questionnaire, responses collated electronically and considered against an analysis framework. This provided an organisational understanding of engagement activity within the Borough Council and provided a robust baseline for reviewing arrangements.

The audit defined community engagement activity on four levels:-

- Information Giving;
- Consultation;
- Deciding Together; and
- Acting Together.

These four layers indicated activity from low level engagement to high end involvement in decision making and the delivery of services.

The framework was available to be shared with partners who may wish to undertake their own audit. Similarly, some other local authorities have been developing frameworks and Halton was hosting a learning exchange seminar on 18th March 2010 for the regional empowerment partnership. Halton would

be presenting its framework along with colleagues from Wirral, Salford and Cumbria.

RESOLVED: That

- (1) Partners consider making use of the Audit Framework within their own organisations; and
- (2) a review of the partnership Community Engagement Strategy, the Community Engagement Network and the existing consultation register be undertaken.

111 CAA IMPROVEMENT PLAN

The Board considered a report which provided information on the improvement plan that had been developed following the publication of Halton's Comprehensive Area Assessment report in December 2009.

The Partners were advised that the Comprehensive Area Assessment (CAA) had been launched in April 2009, with the first CAA report for each local authority received in December. CAA replaced the Comprehensive Performance Assessment (CPA) and focused on the delivery of outcomes across public services in Halton rather than simply the performance of the council.

The Partners were further advised that Halton's CAA report included an area assessment of how well local public services were delivering better outcomes for local people, focusing on the agreed set of priorities and how likely it was that these would improve in the future. In addition, it included an organisational assessment of the council's use of resources and managing performance.

It was reported that the CAA utilised a system of green and red flags within the area assessment to highlight, respectively, areas of exceptional performance and areas of concern where significant action was needed to deliver improvement. Halton did not receive any green flags but received a red flag for teenage conceptions.

The issues raised in Halton's CAA have formed the basis of the improvement plan which was appended to the report. For each area of concern, the strategies and activities that were in place and about to be launched to deal with the issue had been briefly outlined and would be used as the basis of work around this year's CAA.

The latest version of the plan had been submitted to Government Office North West as part of the LAA review process.

The Action Plan had raised a number of issues relating to young people and adults in respect NEET (Not in Education, Employment or Training). It was reported to the meeting that Riverside College, with the new Leadership Team

had received a good Ofsted report and a number of aspects had been marked as outstanding. The Partners congratulated Mr Sheehan, his team and students for their excellent achievement. It was reported that the progress the College had made was contributing to addressing the issues raised in the Action Plan with links to apprenticeships, creating opportunities for employment etc. In addition there had been a reduction in the number of NEET as young people had been able to access different activities at the College.

In response, Mr Sheehan thanked everyone for their support and indicated that the College were looking forward to obtaining an outstanding Ofsted report in the near future and that they could make a positive difference to people in the community,

RESOLVED: That

- (1) the comments raised and the content of the improvement plan be noted; and
- (2) the Board place on record its congratulations to everyone at Riverside College for their achievements to date.

112 CORE STRATEGY - UPDATE

The Board considered a report which sought to provide a summary of the key issues raised during the public consultation on the Core Strategy Preferred Options in autumn 2009. The report also gave information on the next stages in the process towards adoption of the Core Strategy, currently programmed for December 2011.

Appended to the report was the Core Strategy Preferred Options Consultation List of Respondents (Appendix 1) and the Analysis of Key Issues arising from the Core Strategy Preferred Options Consultation (Appendix 2),

The report advised that of the 51 submissions received, the nature of the matters raised ranged from single issues on very specific topics to extensive commentaries on the entire content of the Core Strategy, including supporting documents. Complimentary comments were received on the quality of the Core Strategy Preferred Options documentation and also on the high level of detail contained within individual policies in the document. Many of the respondents expressed general approval of the content of the Core Strategy and the overall direction for future development, before going on to highlight concern with specific policies or with the promotion of certain sites/areas of the Borough. Support was also received for a number of specific policies within the document. It was reported that such comments should not be overlooked as they recorded where stakeholders had endorsed certain policy approaches as drafted in the Preferred Options document.

In addition, the comments had been divided between four types of respondent as follows:

- Agencies with no particular development interest = 18;
- Developers/land owners with a specific interest = 14;
- Democratic institutions = 10; and
- Members of the public = 9.

It was reported that the key issues to be resolved during the production of the next version of the Core Strategy had been drawn from all of the comments received during the consultation period. The comments had been analysed and initial responses and proposed ways of dealing with these matters in the Core Strategy and wider LDF had been drafted. The key issues and responses were set out in full at Appendix 2.

A summary of additional consultation and discussions with a number of key agencies undertaken by the Spatial Planning team was provided in the report.

It was reported that the next stage in the production of the Core Strategy was known as the Publication Stage, in which the Council was required to complete in order to be in accordance with Regulation 27 of the relevant regulations. At this stage, the Council must publish a plan which it believes to be 'sound', which means that it feels that the content of the plan is:

- Justified – in relation to the evidence base and is also the most appropriate strategy for the area;
- Effective – meaning that the plan can be delivered, but is also flexible enough to deal with changing circumstances; and
- Consistent – with National Policy.

At the Publication stage, the Core Strategy would be published for a statutory minimum period of six weeks where formal representations could be lodged which challenged the Council's belief that the plan was 'sound'.

Following on from the six week representation period at the Publication stage, the Core Strategy would then be submitted to the Secretary of State who would appoint an independent Planning Inspector to examine the soundness of the plan. Any representations received at the Publication stage would be submitted to the Planning Inspector to be considered alongside the soundness of the plan at the Examination. The Core Strategy timetable was set out in the report.

The following comment arose from the discussion:-

- Clarity was sought on whether there would be any changes in the green belt?

In response it was reported that changes to the green belt were not part of the document.

In conclusion, the Chairman reported that Mr Andrew Pannell was attending his last meeting of the Board prior to taking early retirement. The Partner's took the opportunity to extend its best wishes to him for the future.

RESOLVED: That the next steps in producing the Core Strategy and comments raised be noted.

113 LOCALITY WORKING

The Board considered a report which updated the Partners on the progress made to date with the review of Locality Working.

It was reported that the Council's Executive Board on 3 December 2009 had resolved:

- “ (1) Executive Board support the creation of a Working Group to consider how locality working should operate and be funded in Halton when Neighbourhood Management funding ceases to be available from Central Government; and
- (2) the Working Group receive evidence from a wide range of partners across Halton and report their findings to the Local Strategic Partnership and Executive Board.”

The meetings of the working group had taken place on 26th November, 15th December and 13 January. A number of key partner agencies were invited to the January meeting to enable them to contribute their views to the review. The chair of the working group had also made arrangements to hear from resident representatives on neighbourhood boards.

So far, the working 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 had also looking at whether and how any future arrangements might be supported from within existing resources. There was a strong feeling that any arrangements should benefit the whole Borough, and much of the discussion had centred on the use of the Area Forum footprint.

The Partners were advised that the working group would need to report its findings back to the Council's Policy and Performance Board, which would make a recommendation to Executive Board. Any constitutional changes would need to be approved by a full meeting of the Council. It was currently the aspiration that this process be completed in April, but there was a balance to be struck between the desire to have something in place from the beginning of April to succeed Neighbourhood Management, and the need for thorough consideration leading to a sound recommendation. A full report would then be brought back to the Halton Strategic Partnership Board at the May meeting.

The Partners were further advised that any comments could be sent to the Partnership Team prior to the report being brought back to the May meeting.

It was noted that there would need to be recommendations for the Board to consider in the near future.

RESOLVED: That the report be noted.

114 RISK REGISTER

The Board considered a report which informed the Partners of the work required to ensure the Partnership's Risk Register was completed in line with Audit Commission requirements.

The SSP Chairs were requested to ensure the Partnership Risk Register was considered at a future meeting of their thematic partnerships, with a completed Register returning to the Board for endorsement at it's next meeting on 19 May 2010.

RESOLVED: That

- (1) the process needed to ensure completion of the Partnership's Risk Management Register be endorsed; and
- (2) SSP's be encouraged to take ownership of the Register and ensure its completion following discussions with their thematic group.
- (3) The Council's Head of Risk and Emergency Planning be invited to a future meeting to provide a briefing on risk management.

Meeting ended at 11.15 a.m.

REPORT TO: Corporate Services Policy and Performance Board

DATE: 7 September 2010

REPORTING OFFICER: Strategic Director - Resources

SUBJECT: Sustainable Community Strategy 2011 – 2026

WARDS: All

1.0 PURPOSE OF THE REPORT

- 1.1 This report seeks to update Members on the progress of the new Sustainable Community Strategy (SCS) 2011-2026 and present the emerging vision, key objectives and long term priorities that the plan seeks to deliver upon. The content of this report serves as an introduction to a presentation to be given during the meeting that covers the detail of the content within the emerging draft SCS.
- 1.2 The drafting of a new SCS offers the opportunity to revisit the high level objectives under each of the current five key priorities and reflect the current public priorities and needs. There are a multitude of changes proposed for the public sector and uncertainty over financing mechanisms, but these factors will not change the long term challenges the borough faces. It is important the overarching priorities for the borough are scrutinised so that decisions about the allocation of resources can be made when organisational architectures and funding mechanisms become clearer.

2.0 RECOMMENDATION: That

- (1) Members consider and comment upon the five overarching priorities for the emerging Sustainable Community Strategy 2011-2026.
- (2) Members consider the suggested vision, strategic objectives and challenges contained in Section 6.0 and their alignment with their knowledge of local needs.

3.0 SUPPORTING INFORMATION

- 3.1 The purpose of the Sustainable Community Strategy is to look at what life in Halton is like now, set out how we would like it to change and identify the key things (objectives) required to make this change happen. It is a statutory requirement.
- 3.2 The targets in Halton's existing strategy run to 31 March 2011, Halton Strategic Partnership must therefore produce a new Sustainable Community Strategy for adoption by the Council by April 2011.

- 3.3 The Sustainable Community Strategy will not be delivered in isolation but will dovetail with the wide framework of statutory plans the Council and partners produce to steer corporate direction and inform the community. Examples include the Children and Young People’s Plan, Local Development Framework, and Local Transport Plan. The new Sustainable Community Strategy (SCS) will cover the period from 2011 to 2026. This is the time scale as other major plans, such as the Core Strategy and Local Transport Plan 3, allowing coordinated delivery.
- 3.4 The available evidence, such as the State of the Borough Report, Places Survey, and Joint Strategic Needs Assessments for Health and Community Safety has been reviewed. This information was the subject of a presentation to Full Council on 21 July 2010. From this evidence, it is apparent that the high level vision and five strategic priorities of Halton’s current SCS continue to reflect the long term and intransigent nature of Halton’s challenges and therefore it is proposed that they remain largely unchanged.
- 3.5 The current phase of work is to seek endorsement of the proposed emerging issues / themes and long term challenges that Halton needs to tackle. Once these have been agreed, detailed policy options can be worked up to provide a range of potential interventions to deal with the challenges that Halton faces. The most effective and realistic of these alternatives will be chosen by the Council and its partners later this year for the five year delivery plan.
- 3.6 The five year delivery plan will contain the detail of the planned intervention and prevention activities that will be undertaken to bring about positive change upon Halton priority areas. The inclusion of a five year delivery plan will allow for a regular review of the selected intervention and prevention measures on a shorter timescale to enable changing circumstances throughout the lifetime of the full SCS to be reflected.

3.7 Timescales and Approval Process

3.8 The key dates in the drafting process are as follows:

Date	Stage
September PPBs	Consultation report on emerging themes and challenges at Policy and Performance Boards.
September SSPs	Consultation report on emerging themes and challenges at Special Strategic Partnership (SSP) meetings.
29 September	Approval of draft SCS for public consultation by Halton Strategic Partnership Board (HSPB).
14 October	Approval of draft SCS for public consultation by Executive Board.
29 October	My Halton event. Publicise public consultations.

November	Public consultation on Core Strategy Development Plan Document and draft Sustainable Community Strategy.
December	Final draft SCS issued to elected members and Partners for consultation.
27 January 2011	Executive Board to ratify strategy and sign off final document
11 February	Halton Strategic Partnership Board (HSPB) to ratify strategy and sign off final document
20 April 2011	Adoption at Full Council meeting.
April 2011	Implementation begins.

4.0 POLICY IMPLICATIONS

4.1 The SCS will impact upon many policy areas and have wide ranging impacts on, but not exclusively, social inclusion, poverty, equality and diversity, physical development, environmental quality and health care.

4.2 SCS Vision

4.3 The overall vision contained in the last SCS would still appear to be relevant and it is not recommended that this be changed:

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

4.4 SCS Priorities

4.5 A summary of the priorities suggested for the SCS are covered in section 6.0 of this report.

4.6 The selection of remedies to tackle the long term challenges under each of the five SCS Priorities will reflect a focus on a united multi-agency response, the holistic understanding of the total public sector investment within an area, and activities that provide early intervention and prevention rather than reactive measures and cures for avoidable situations.

5.0 OTHER IMPLICATIONS

5.1 The draft Development Plan at Annexe A takes into account statutory guidance on the development of Sustainable Community Strategies and the duty to inform, consult and involve local people. It is imperative that partners continue to play an integral role in the development of the Strategy through the Halton Strategic Partnership structure.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 For each of the Council's priorities the SCS drafting process allows the review of the baseline information and evidence that underpins this current priority and associated Key Objectives. The new SCS will ensure that the most pressing priorities are identified and addressed.

6.2 A Healthy Halton

6.3 There are no proposed changes to the title of this strategic priority. The vision for this priority will be:

6.4 *To create a healthier community and work to promote well being and a positive experience of life with good health, not simply an absence of disease, and offer opportunities for people to take responsibility for their health with the necessary support available.*

6.5 The strategic objectives of this priority are as follows:

- To understand fully the causes of ill health in Halton and act together to improve the overall health and well-being of local people
- To lay firm foundations for a healthy start in life and support those most in need in the community
- To reduce the burden of disease and preventable causes of death in Halton
- To respond to the needs of an ageing population improving their quality of life and thus enabling them to lead longer, active and more fulfilled lives.
- To remove barriers that disable people and contribute to poor health

6.6 The long term policy priorities for this priority will include:

- Reducing death rates from some of the major causes of death in Halton by reducing smoking levels, increasing exercise and physical activity, improving diet and improving the early detection and treatment of disease.
- Reducing health inequalities by addressing the wider determinants of health such as poverty, unemployment, education, housing and crime.
- "Building" healthy individuals from the earliest stages of life.
- Addressing the needs of older people, enabling them to lead longer, active and healthier lives.
- Increasing community participation and engagement in health issues at an appropriate level based on the health needs of individual communities.
- Developing planned health services (such as planned operations and routine appointments for existing health problems).
- Early detection and screening for depression.

- Developing urgent care services (health services you need in an emergency or when your GP practice is closed).
- Optimising organisational and partnership working arrangements to ensure effective delivery of public health and health improvement.

6.7 Employment, Learning and Skills in Halton

6.8 There are no proposed changes to the title of this strategic priority. The vision for this priority will be:

6.9 *To create an economically prosperous borough that encourages investment, enterprise and business growth, and improves the opportunities for learning and development together with the skills and employment prospects of both residents and workforce so that they are able to feel included socially and financially.*

6.10 The strategic objectives of this priority are as follows:

- To develop a strong, diverse, competitive and sustainable knowledge-based local economy.
- To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity
- To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce
- To promote and increase the employability of local people and remove any barriers to employment to get more people into work
- To maximise an individual's potential to increase and manage their income, including access to appropriate, supportive advice services.

6.11 Research indicates that the long term challenges for this priority include:

- Narrow the gap between deprived and non-deprived areas within the borough
- Development and investment
- Enterprise and business support
- Promotion and marketing
- Targeted investment in skills, a vibrant employment market and creating a strong culture of entrepreneurship.
- Ensure that no area of Halton has unemployment at more than 20% above the borough average
- To reduce the number of adults of working age claiming out of work benefits in the worst performing neighbourhoods
- Encourage digital inclusion and digital life skills
- Tackle worklessness, focussing on reducing the number of Job Seeker Allowance claimants
- Tackle the low wage economy
- Encourage the growth of new businesses and improve business survival
- Improve the skill base within the borough including vocational qualifications.

6.12 Children and Young People in Halton

6.13 There are no proposed changes to the title of this strategic priority. The vision for this priority is:

6.14 *Halton's ambition is to build stronger, safer communities which are able to support the development and learning of children and young people so they grow up feeling safe, secure, happy and healthy, and are ready to be Halton's present and Halton's future.*

6.15 There are three options for the strategic objectives contained in the SCS for this priority. The option chosen for the SCS will also be the basis for the new Children & Young People's Plan that will also be written and published by April 2011. The three policy options are to:

- 1) Continue to frame all work within the existing four overarching priorities for children and young people. These are:
 - Children and young people are physically, emotionally and sexually healthy
 - Every young person is successful when they leave school
 - Children and young people do well wherever they live and whatever their needs
 - Children and young people feel safe at home , in school and in their communities
- 2) Amend the priorities in line with the five Every Child Matters outcomes.
- 3) Develop new priorities that reflect both the development of additional areas of focus within Halton's Children's Trust since the current priorities were implemented, and also the new policy framework for children's services being developed by the government.

6.16 Research indicates that the long term challenges for this priority include:

- Emotional health of children and young people
- Positive activities for young people
- Supporting the teenage pregnancy strategy
- Supporting the childhood obesity strategy
- Support for young people to achieve through education, employment or training (reducing NEET)
- Remove socio-economic barriers to early development
- Continue to improve educational attainment
- Reduce child poverty
- Encourage a healthy weight for children
- Creating opportunities / facilities / amenities for children and young people

- Ensure that low cost transport options are available to allow children and young people to access the activities that matter to them.

6.17 A Safer Halton

6.18 There are no proposed changes to the title of this strategic priority. The vision for this priority will be:

6.19 To ensure pleasant, safe and secure neighbourhood environments, with attractive, safe surroundings, good quality local amenities, and the ability of people to enjoy life where they live in strong and resilient communities.

6.20 The strategic objectives of this priority are as follows:

- To investigate and tackle the underlying causes of crime and disorder and respond effectively to public concern by reducing crime levels
- To reduce fear of crime and increase public confidence in the police, council and other agencies to respond to reports of crime and anti social behaviour
- To tackle alcohol and drug/substance misuse problems, and the resulting harm that is caused to communities, families and individuals
- To create and sustain better neighbourhoods that are well designed, well built, well maintained, safe and valued by the people who live in them, reflecting the priorities of residents
- To tackle the problem of domestic abuse in all its forms, supporting the victims and their families and taking enforcement action against perpetrators.
- To reduce the levels of crime that disproportionately affects some of the more deprived areas
- Safeguarding adults who are more vulnerable within the community to physical, financial, sexual and emotional abuse.
- Safeguarding vulnerable children, who are often part of families where there are drug and alcohol problems or where relationships are abusive or violent
- To consult and engage with communities to identify problems and put in place effective measures to address them.
- To monitor and work together to tackle any potential tensions within communities, in particular those that may lead to extremist activity.
- To promote community cohesion and adopt a zero tolerance to all forms of hate crime within Halton, so that no-one is unfairly victimised

6.21 Research indicates that the long term challenges for this priority include:

- To address public perceptions of crime and drug abuse, through more effective communication of information and of positive news stories and locality working/ community engagement.

- To tackle alcohol related crime and anti social behaviour through greater enforcement activity, focused on the night time economy and in other problem areas
- To tackle drug abuse and drug related crime, through provision of effective treatment services and interventions for users and taking appropriate enforcement action. Collaborative working through Ashley House is central to success
- To deliver a wider integrated offender management programme to repeat offenders. This will involve a partnership approach to offer support to perpetrators, such as access to drug and alcohol treatment services to help them to change their behaviour. Where this approach fails we will take appropriate enforcement action.
- To reduce the number of fatal and serious road accidents through enforcement activities, bike safety, driver engagement days and community speed watch projects. Particular attention will be given to educating young people on the risks and causation factors e.g. alcohol.
- To tackle serious acquisitive crime, including burglary, personal and business robbery and vehicle crime with a focus on bringing offenders to justice, targeting prolific offenders, providing accessible crime prevention advice, responding to victims, promoting 'Crimestoppers', disrupting the stolen goods market and delivering 'Smartwarter' property marking neighbourhoods within those high risk communities.
- Tackling public perceptions of drug dealing in the borough through undertaking a Mapping exercise to show where drug perceptions are out of line with actual drug-related activity and making the public aware of police activity to tackle drugs. Use of the New Places Survey data 2010
- Tackle anti social behaviour within neighbourhoods, through a 'whole family' approach.
- Providing activities, advice and support for young people within Halton, particularly for older children and teenagers.
- Tackling domestic abuse within Halton, supporting the victim and their families and taking appropriate action to deal with offenders. In particular we need to identify interventions that work to address repeat offenders where current approaches are not working.
- Safeguarding adults, identifying abuse early and working together to put in place effective measures to address these. Raise awareness of domestic abuse issues to vulnerable people, such as LGBT, disabled, elderly, those with long term illnesses and BME who for whatever reason are not reporting domestic abuse. As part of improving the levels of reporting in response to these groups, train and develop the skills of the workforce dealing with families, so that all staff have basic awareness of the domestic abuse issues so identification and the response is improved. Domestic abuse and alcohol are often underlying factors in child neglect and abuse and resulting behavioural problems in young people
- Safeguarding vulnerable children, in particular those that come from families where there is a history of domestic abuse or drug and alcohol

problems. Adopt a 'think family' approach, to ensure that we tackle the underlying causes and not just address the problem.

- To promote understanding and recognition that DA is a crime not a relationship issue to be tolerated. We need to target the whole community not just the victims to address the general trend of people reporting domestic abuse mainly to friends and family and not the police. This trend has been highlighted in a recent data analysis of the BCS and some local data indicating that 60% told friends and family in 2008/9 vs 16% telling the police.
- Improving local conditions and encouraging people to get involved to help shape what happens in their local area via the continued provision of Locality Area Forums, Police Community Action Meetings (CAMs), Homewatch Schemes and 'Face the People' Sessions.
- Support our diverse community where all residents are able to live without fear of abuse or hate crime
- Improving safety and security for transport users
- Designing out crime and managing spaces to maximise natural surveillance etc, so that people feel safer

6.22 Halton's Urban Renewal

6.23 It is proposed to change the title of this strategic priority to 'Halton's Environmental Quality and Urban Regeneration'. The vision for this priority will be:

6.24 To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

6.25 The strategic objectives of this priority are as follows:

- Ensure that development achieves high standards of design, safety and sustainability including in regard to its contribution to, and effects of, climate change and provides a positive contribution to its locality.
- To create and sustain a twenty first century business environment with the required variety and quality of sites and premises. Improving digital, road, rail, freight and green infrastructure that will support high levels of investment and economic growth and increase Halton's competitiveness
- To promote the Borough's major employment sites
- Realise the potential of the Mersey Gateway Bridge and the Silver Jubilee Bridge in Halton in order to fully achieve economic growth and environmental benefits, fully deliver sustainable travel options and reduce congestion.
- To revitalise the town centres into dynamic, well-designed high quality commercial, social and cultural areas that can continue to meet the needs of local people, investors, businesses and visitors;

- Ensure Halton's residents enjoy access to a network of community services and facilities providing opportunities to pursue active and healthy lifestyles and allowing them to participate fully in their local community
- Manage the multifunctional value of the Borough's Green infrastructure resource, whilst protecting and seeking enhancements to important local habitats, geology and landscapes, aquatic environments and species
- To ensure Halton designs in and maintains high levels of accessibility to places and spaces, so that opportunity and need are matched, and provide excellent connectivity to the wider world through transport and ICT links;
- Minimise waste generation and maximise reuse, recycling, composting and energy recovery within the Halton waste stream to support sustainable and effective waste management.
- Provide good quality, affordable accommodation to meet the needs of all sections of society
- To enhance, promote and celebrate the quality of the built and natural environment in Halton including tackling the legacy of contamination and dereliction, to further improve the borough's image and boost the confidence and aspirations of local people and business.

6.26 Research indicates that the long term challenges for this priority include:

- Long term commitments for new development:
 - Widnes Waterfront including Venture Fields
 - Windmill Hill
 - Castlefields
 - Canal Quarter
 - West Bank
 - 3MG
 - Sandymoor
 - Daresbury
- Work with partners and the local community to support The Mersey Gateway Bridge to fully realise its social, economic and environmental benefits.
- Fully utilise the borough's rail, road, commercial waterways and digital and other infrastructure in order to maximise the potential for economic development and sustained economic growth, whilst reducing congestion and air pollution.
- Adapt to climate change and pursue low carbon management and low carbon economy.
- Improve municipal and household recycling rates to bring it in line with regional and national rates
- Improve and maintain the Borough's transport and highway network to promote greater accessibility and connectivity and resilience whilst contributing to improved air quality and sustainable development.
- Continue to reduce CO₂ emissions within the Borough (including industry and road transport).

- Provide high quality, reliable and accessible low carbon public transport to ensure people can reach work/education/training/health services and social activities. Improve public transport information and local bus services and promote cycling and walking
- Increase the provision of decent homes at a price that people can afford including a focus on the need for extra care housing
- Continue to maintain a hierarchy of Parks and open spaces
- Conserve and manage the historic and natural environment in order to maximise the social, cultural and environmental benefits through its contribution to improving the Borough's image.
- Work with partners, private sector organisations and the local community to achieve Borough wide digital connectivity.
- Continue to pursue casualty reduction rates and targets on our roads focusing more particularly on high risk groups including young people and motorcyclists.

6.27 Cross Cutting Issues

The following issues require a comprehensive and integrated approach to tackle them and therefore the issues are too broad to be encompassed by a single theme:

- Providing for the ageing population
- Narrowing the gap between deprived and non-deprived areas within the borough addressing health and socio-economic inequality.
- Improving educational attainment and increasing access to training opportunities for those living in deprived areas
- Improving access to services such as social and leisure facilities, supermarkets, health services and transport.
- Understanding how knowledge and perceptions of health related issues can affect the local population
- Reducing social isolation
- Maximising community resources and facilitating effective community engagement and participation in public sector activities in Halton.
- Integrated delivery of services
- Increase community satisfaction with Halton as a place to live.
- Running services effectively and efficiently to meet customer needs and increase public satisfaction with all public services in Halton.
- Promoting equality in service provision, working to ensure there is no discrimination and actively promoting good relations between different sections of the community
- Ensuring socio-economic factors are taken into account at all stages of the strategic decision taking and policy making processes

7.0 RISK ANALYSIS

7.1 It is vital that rapid progress is made on the Sustainable Community Strategy to ensure that Halton Strategic Partnership continues to be clear about its priorities for service delivery, setting out the steps needed to bring about improvements to those areas of greatest concern to the people of Halton.

7.2 Delay to the SCS will:

- Reduce the Partnership's ability to take account of the local community's aspirations, needs and priorities;
- Have serious implications for Partnership co-ordination between all the public, private, voluntary and community organisations that operate locally.
- Potentially reduce the effectiveness of the Partnership through fragmentation of strategies.

7.3 These risks are mitigated by a monthly review of all significant risk factors highlighted by the project's risk assessment.

7.4 The availability of funding will impact upon the range of options and activities that can be put forward in the delivery plan component of the final SCS. Until a clearer financial picture emerges following the Comprehensive Spending Review in October no decision on the range of measure can be made.

8.0 EQUALITY AND DIVERSITY ISSUES

Building stronger communities through community engagement must continue to be a key outcome for the strategy. The Halton Strategic Partnership is already committed to equality regardless of age, sex, caring responsibility, race, religion, marital status, maternity issues, gender reassignment, socio economic need, sexuality or disability.

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

Document	Place of Inspection	Contact Officer
A Community Strategy for a Sustainable Halton 2006-2011	Municipal Building, Widnes	Tim Gibbs
Refresh SCS 2006-2011 (published September 2009)	Municipal Building, Widnes	Tim Gibbs

REPORT TO: Corporate Services Policy and Performance Board

DATE: 7th September 2010

REPORTING OFFICER: Strategic Director Resources

SUBJECT: Investors in People (IIP) Award & the Post-Assessment Action Plan

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

1.1 To report on the outcome of the IIP re-assessment and the associated action plan

2.0 RECOMMENDATION: That

(1) the Board notes the IIP Re-Assessment Report

(2) the Board endorses the IIP Post-Assessment Action Plan

3.0 SUPPORTING INFORMATION

3.1 Halton Borough Council (HBC) first achieved recognition as an investor in people in 1997. As part of the Council's continuing accreditation as an investor in People (IIP), there is a requirement for a re-assessment to take place against the IIP standard, by an appointed Assessor, every three years.

This re-assessment was carried out over 6 days in May 2010, during which 120 people were interviewed either individually or in small groups, by 2 assessors working as a team. The sample was drawn from each directorate and covered all staff from front line posts to the Chief Executive and Leader of the Council. A copy of the re-assessment report can be seen in Appendix 1.

The Assessors stated that they were satisfied beyond any doubt that HBC continues to meet the requirements of the IIP Standard and provides outstanding training opportunities for its staff and elected members. These opportunities are highly valued and are amongst the factors that staff said attracted them to work for the Council.

An action plan has been developed, see Appendix 2, based on the continuous improvement plan contained within the re-assessment report.

4.0 POLICY IMPLICATIONS

The action plan refers to a number of policies and strategies that will need updating in-line with changes following efficiency programme, specifically, the People Strategy and the Accommodation Strategy. This needs to be approached from a collaborative perspective, integrating data and information across the council, including a Training Needs Analysis.

5.0 OTHER IMPLICATIONS

The action plan will need to be reviewed in the light of any changes to the available resources resulting from the second wave of efficiencies and the further budgetary savings. Target dates for the completion of actions will be confirmed at that stage.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

6.2 Employment, Learning and Skills in Halton

6.3 A Healthy Halton

6.4 A Safer Halton

6.5 Halton's Urban Renewal

Having an effective workforce that is well trained and clear about our objectives is critical to the successful delivery of all of our corporate priorities.

7.0 RISK ANALYSIS

HBC demonstrated that the liP standards have been reached and the liP Post-Assessment Action Plan is to build on current practice. There is a risk to the delivery of the plan as a result of financial pressures (see 5.0 above). The plan will be reviewed if necessary following budget decisions.

8.0 EQUALITY AND DIVERSITY ISSUES

liP principles support equality of opportunity amongst the workforce.

Appendix 2 liP Post-Assessment Action Plan

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
1	Competency Framework not yet embedded (understood and/or used)	<p>Framework to become a feature of the 'EDR for Managers' course</p> <p>Sample evaluation of usage during April to Sept. EDR period</p> <p>Further promotion of the Framework should be considered</p>	<p>L&D Team</p> <p>L&D Team</p> <p>L&D Team/Corporate Communications</p>	<p>Ongoing</p> <p>October 2010</p> <p>By December 2010</p>	<p>None</p> <p>Current L&D workload may impact on collation of evaluations</p>	<p>Competency Framework is more widely understood and used within the EDR process for Grades 6 and above. This would be reflected in evaluation and cited in the reasons given for undertaking training. Additionally it may be worth considering using the 'Development' module within Trent as part of the roll-out of self-serve i.e. managers could input measure of competency</p>
2	Maintaining, and improving, the number of EDR returns	Continued promotion of EDRs as well as the supporting training on the L&D calendar	L&D Senior Officers /Corporate Communications	Cyclical to follow April-Sept EDR pattern and Oct-Mar 6-Month review pattern	Time available to managers to complete process for increased number of direct reports.	EDR and PAP returns to L&D Job satisfaction levels measured through future staff surveys

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
3	Training needs analysis (TNA), particularly at management and senior management level	Data capture process to be devised and rolled out across the council. As this is a time consuming exercise consideration should be given to priorities regarding the data needs, perhaps taking a systematic approach by obtaining the information over time either hierarchically (top-down or bottom-up) or by departments or directorate.	L&D Manager/ Divisional Manager – Head of HR/ Principal Policy Officer	6-12 months, then ongoing	Capacity to input data and maintain up to date	Data set available to tie with further planning (workforce development and people strategy) Data capture remains concurrent with workforce knowledge, skills, competencies and qualifications
4	Return on investment (ROI) analysis for training and greater level of evaluation – particularly in light of changes following efficiency programme which will mean tighter resourcing for all service provision and ultimately may impact on the ability to deliver non-core services	A programme of activity to measure ROI, including establishing a set performance measures. Targets should then be set based on this. Additionally plans to amend the current ‘reactionnaire’ which is conducted directly following a course to incorporate more personal action planning rather than just acting as a ‘happy sheet’	L&D Manager/ Senior Learning Officers/ Principal Policy Officer/ Divisional Manager – Head of HR L&D Manager/Senior L&D Officers	Next 6- months, then ongoing Next 6- months, then ongoing	The nature of the organisation as a multi-service one does not lend itself to straightforward quantitative data capture. Cost-benefit analysis could be hard to measure and need to involve the use of Management Information from across L&D, HR and Policy, as well as qualitative/anecdotal feedback	Evidence available and fed- back to management on the value of L&D Learners, and their managers, see a direct link between the training undertaken and the service they are involved in

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
5	More face-to-face communication is needed during further efficiency waves. Employees need to better understand the rationale for the changes and the criterion for being 'at risk'	A communications plan needs to continue to form part of the efficiency programme 'Change agent' at middle management level to be trained on change management and engaging with staff – They will then lead on cascading information	Divisional Manager – Head of HR/Corporate Communications Senior L&D Officers Efficiency Team	To fit with Wave Two and Three of the Efficiency Programme	Availability of candidate change agents and capacity to train them	Employee engagement and morale remains reasonable. This will be evident through feedback within training sessions (in particular Skills for Change); feedback to HR via direct contact, further road shows and efficiency intranet pages FAQs. Also through levels of productivity and service provision being maintained.

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
6	Substantial savings should be made in training following the amalgamation of L&D functions	<p>Savings on staff costs already made as part of the wave 1 efficiency review</p> <p>Joined-up procurement of courses</p> <p>Capitalisation on the functionalities of Trent</p> <p>Duplications in processed and procedures to be examined and eliminated</p>	<p>L&D Manager</p> <p>L&D Manager/Senior L&D Officers</p> <p>L&D Manager/Senior L&D Officers</p>	<p>For 2011 L&D calendar</p> <p>Next 12 months</p> <p>6 months</p>	<p>None</p> <p>Will be dependent on the roll-out of People Manager and Self-Serve</p> <p>Needs may dictate slight variations in processes e.g. course evaluation forms or training certification</p>	<p>Direct financial saving – needs comparing against previous spend so data needs collecting on this</p> <p>Use of People Manager and Self-Serve is consistent and widespread, meaning L&D, Policy and HR have concurrent data with which to develop service plans</p>

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
7	Flexible working options can be seen as an employee benefit and also impact on resource saving. However they are not being fully exploited.	<p>Flexible working needs to be linked to accommodation strategy</p> <p>Flexible working options need to be promoted as a management tool – driven by management needs not by staff usage. Messages to be embedded in ‘Induction’ and ‘Management Pathway’</p> <p>For existing managers, the new workforce group will establish the best way to take forward</p>	<p>Divisional Manager – Head of HR/ Property Services</p> <p>Divisional Manager – Head of HR/Senior L&D Officers/Corporate Communications/L&D Manager</p> <p>OD, Divisional Managers, L&D Manager, Senior L&D Officers & Working work reps</p>	<p>Initially to map to needs of 2011 financial year, then ongoing</p> <p>Within next 6-months</p> <p>Within next 6-months</p>	May be difficult to offer and/or implement for some services due to service needs	<p>Direct financial savings.</p> <p>Impact on job satisfaction measured through next staff survey</p>

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
8	Knowledge management issues resulting from loss of expertise during efficiency programme	<p>Transfer of knowledge through L&D opportunities, the adoption of reflective practices and greater levels of integrated working and partnership approaches.</p> <p>Pre-exit interview to be developed so that it sets in motion a 'Knowledge Transfer Plan'. This should then be promoted and usage measured.</p> <p>Services need to encourage practices that ensure explicit knowledge. Admin Centre of Excellence already have plans to have 'procedures documents' for each work area</p> <p>This also relates to promotion of the competency framework which encourages flexibility in the skills of the workforce.</p>	<p>Corporate Management Team</p> <p>Divisional Manager - Head of HR/L&D team/First line managers and middle management</p>	New exit interview process to be developed by December 2010, then measured after 6 months	Needs understanding and buy-in at all levels	Any loss of personnel will not result in service delays or interruptions


AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
9	Management skills need to be maintained and developed to ensure new structures work	L&D should continue to deliver on the Management Pathway, developing new training modules to meet needs. Also the Coaching programme needs to be promoted and delivered.	Divisional Managers, HR & L&D team Policy & Performance Team	Ongoing	Competing demands on staff following efficiency reviews may mean that employees and managers fail to give L&D sufficient priority	To be measured through evaluation of learning and ROI actions Number of successful promotions
10	Ensuring a self-serve culture to enable greater capacity across the council	Awareness raising campaign around concept of 'self-service' and what staff are expected to do for themselves Roll-out Trent functionality in terms of People Manager and Self-Serve A programme of training to ensure effective use of the system	HR team/ Corporate Communications team/ Policy team HR Trent team/L&D team HR Trent team/L&D team	Within next 6 months In next 12 months As each new area released	Attitudes and perceptions towards additional Efficiency waves may mean messages not well-received and seen as burdensome For Trent, there are a series of dependencies as to how the functions need to be rolled out. This has, to date, been reliant on data entry to setup the system (e.g. Absence module)	Centres of Excellence operate effectively and are not overloaded with work requests Understanding and use of the Trent system widespread and data entry up-to-date and accurate

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
11	L&D being responsive to changing needs of the organisation	<p>PAPs to be monitored and programme to retain flexibility in order to pick-up on evolving needs</p> <p>'I Want L&D' application to be developed to ensure business requests for L&D services are fully negotiable as within workload capacities, as well as to assess whether in best interest of the organisation</p>	<p>L&D Manager</p> <p>L&D Manager</p>	<p>Ongoing</p> <p>By September 2010</p>	L&D team capacity and/or budget allocation may dictate ability to meet needs	Workforce equipped to undertake their roles and service delivery is commended through Audit Commission reviews and other inspections
12	Policy and Strategy needs updating in-line with changes following efficiency programme	<p>People Strategy needs updated. Need to be approached from a collaborative perspective, integrating data and information across the council, including aforementioned TNA</p> <p>Additionally an overarching Workforce Development Plan needs to be developed – with directorate plans cascading into this</p>	<p>Principal Policy Officer/ Divisional Manager – Head of HR/Learning and Development Manager</p> <p>Also utilising NWEO Workforce Development Planning portal</p>	In next 6 months, then at reviewed at regular intervals	<p>Capacity issues relating to capture of data needed.</p> <p>Also organisation still undergoing change. Making it difficult to predict future needs.</p>	<p>Plans/Strategies developed and updated and are concurrent with workforce needs.</p> <p>Plans/Strategies flexible enough to be amended as services change as a result of further waves of the Efficiency Programme</p>

AREA NUMBER	ISSUE BEING FACED	ACTIONS NEEDED OR PLANNED	RESPONSIBILITY	TIMESCALES	CONSTRAINTS	MEASURE OF SUCCESS
13	Pockets of good practice with regard to service planning which is inclusive of all perspectives and driven from the bottom-up	<p>Primary action – for manager’s to ensure consistently involving staff in development of service plans – messages to be disseminated through cascade. Additionally empowerment and facilitation skills to be embedded into ‘Management Pathway’</p> <p>Secondary action - Learning and Development to consider setting up action learning sets which bring together a cross-section of employees</p>	<p>Senior Management/L&D Manager/Senior L&D Officers</p> <p>L&D Manager/L&D team</p>	6-12 months, then ongoing	<p>Messages being taken on-board</p> <p>L&D team capacity</p> <p>Commitment to release time for action learning sets</p>	<p>Engaged and motivated workforce – measured through next staff survey</p> <p>Council performance recognition – CAA</p>

Appendix 1

Version 4b

<p>INVESTORS IN PEOPLE</p> <p>Organisation Improvement Framework</p> <p>Review Report</p> <p>Commercial in Confidence</p>	
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Halton Borough Council Municipal Offices Widnes

UNDERTAKEN BY
Ruth Phillips, Lead Assessor
John Spitz Assessor

On behalf of Investors in People North West

LAST DAY ON SITE
May 6th 2010



Introduction

Halton Borough Council is situated in North Cheshire and includes the towns of Widnes and Runcorn. It has been a unitary authority since 1998 and is responsible for providing services to the community including Education, Social Care, Planning, Street Cleansing, Youth Support, libraries and recreational facilities. The Council serves approximately 120,000 local residents and employs just over 3000 people, excluding schools staff.

Change is not new to the Council. At the time of the last review a restructure had reduced the number of Directorates and transferred housing to an arms length Trust. In spite of cuts in budgets and cost savings, budget challenges have persisted and 12 months ago KPMG were commissioned to carry out a review of budgets.

KPMG's work has resulted in an efficiency programme that in its first year has made savings in excess of £3million. The shape of services has changed across the council following reductions in senior management posts and business support and administration services being moved to Centres of Excellence in the Corporate Centre. The council is seeking savings of £6 – 8 million each year from its programme for the next 3 years.

Halton Borough Council was first assessed against the Investors in People Standard in 1997. The last review took place in October 2006.

This review was carried out over 6 days, during which 120 people were interviewed either individually or in small groups, by 2 assessors working as a team. The sample was drawn from each directorate and covered all staff from front line posts to the Chief Executive and Leader of the Council. A breakdown of the sample size is included on page 9.

Outcome

Having carried out the assessment process in accordance with the guidelines provided for assessors by UK Commission for Employment and Skills, the Assessors were satisfied beyond any doubt that Halton Borough Council continues to meet the requirements of the Investors in People Standard. On behalf of Investors in People North West the Assessors would like to congratulate Halton Borough Council on this achievement.

The next review is due in October 2012, unless the Council chooses to be assessed sooner in relation to its Continuous Improvement Plan, or aspects of it.

Objectives

The objectives for the assessment have been informed by internal discussion, documentary review and meetings between the assessor, senior managers and staff.

The council decided that it did not wish to be assessed against the 'Your Choice' indicators of the Standard; although it welcomes informal feedback against those indicators particularly where good practice is found.

First and foremost the review will establish if Halton Borough Council continues to meet all the indicators of the National Standard.

Managers have identified that in addition they would like feedback on how the standard and your choice indicators of the framework Standard has helped and can continue to help the Council to:

- manage change,
- manage performance and
- improve work life balance.

The report has been written around these objectives.

Executive Summary

Halton Council provides outstanding training opportunities for its staff and elected members. This is highly valued and is one of the reasons people said that they are attracted to work for the Council.

The investment in training and development goes beyond job related training. Many excellent examples of career development and progression were provided particularly for members of staff in Environment and Economy where a culture of learning and investment in career progression is led from the top.

There is a structured approach to leadership and management development which is well embedded and many examples were provided of people undertaking and achieving ILM and MSc's in leadership and management. The Council has additionally invested in leadership and management skills to support its change programme, with a programme for members of its extended leadership team and feedback from managers on this was very good.

The recently introduced competency framework provides the opportunity to review the relationship between competencies and leadership and management development. The framework is still new and is not well understood or used by managers and staff. Its link not only to training but also to recruitment and EDR (Employee Development Review) needs to be explained, so that people can be clear about what the competencies mean to them and how they will be incorporated into ways of working.

The 1st wave of the efficiency programme has been very well managed. The transfer of responsibility for implementation from KPMG to managers within the council has resulted in empowerment and ownership of change. Stakeholders including Trade Union representatives have been consulted and involved from an early stage.

There has been a significant investment in people who were 'at risk' including the skills for change programme, and an enhanced redundancy package. It is a credit that savings have been made whilst morale largely appears to remain good. Interviewees understood the need to make savings and were pleased to have come through the review with a job. In some cases people were able to benefit from the changes in structure and applied for and were appointed to more senior positions.

EDR is well embedded with very few examples of people who have not participated in EDR this year. There is a clear cascade of objectives from the corporate and directorate plans to individuals and some very good examples of this were brought to interview by people. Continuous encouragement of managers to carry out EDR's along with an audit of practice should ensure that everyone has an EDR, as those who said they had not had an EDR were amongst the very few interviewees who appeared less satisfied in their roles.

People welcome the extension of flexitime and the removal of core hours. A large number of interviewees said that it is much easier to balance family commitments now that the core hours have been removed, which helps with child care arrangements and appointments.

Whilst no members of staff who left the organisation were interviewed people welcomed the approach and achievement of reductions without compulsory redundancies. The 3 year pay protection that the council offered to those whose grades have been reduced has also helped staff to manage this difficult situation.

The evidence provided through interviews signalled that the Council portrays good practice against some of the 'Your Choice' indicators of the Standard, and may meet some of these if assessed against them. These have been highlighted in blue on the topic map below.

Areas for development

The following areas for development were identified:

- Strategies and plans will be more focused if they are directly linked to a needs analysis. For example data on the % of the workforce from an ethnic minority background, who are leaders and managers, should underpin a plan to provide access to development for growing future leaders from this group. Also the number of posts and post holders that require mandatory /key training such as safeguarding should be identified both in the council and across the partnership so that an assessment of the % of post holders that require training can lead to a more targeted training plan. The corporate training programme should be directly related to the identified needs of Operational Directors and Divisional Managers.
- The return on investment in training resources should be quantified to inform future decisions, this would include identifying the costs per head of providing training, taking account of the costs of space, resources and staffing. The usage of resources should also be considered including the days spent training and the occupancy of training rooms.
- The good practice for planning and evaluating training evident in adults social care needs to be extended across the council so that learning and development planning and evaluation practices meet the same standards across the council, and are continually improved.
- More face to face communication needs to be provided as part of the current and future efficiency programmes and people need to be told when there is a change to the plan or timescale and when nothing is happening.
- Savings can be made to the provision of training, by reviewing processes and doing things differently such as on line registrations and sending out course materials electronically rather than printing off and putting together 'packs'.
- The competency framework needs to be embedded into HR processes such as recruitment, EDR, and job descriptions so that it can be a useful framework for recruitment, development and progression.
- Flexible working needs to be more directly linked to the council's accommodation strategy and better promoted so that managers and staff understand the benefits and management implications and fully consider all the options for flexible working.

These areas for development have been included in the draft continuous improvement plan at the end of this report. They should be considered by training and development professionals and service representatives as with the exception of the Return on Investment and Evaluation recommendations they fall into the Your Choice indicators of the Standard and may or may not reflect agreed priorities.

The council may wish to be assessed against some of the 'Your Choice' indicators to measure progress against their objectives or to recognise formally good practice. If required the Council can apply to be assessed against indicators which will qualify for a bronze, silver or gold award.

The lead assessor will be pleased to provide further guidance if required.

Findings against the Objectives

The council chose 3 objectives as the focus for this review. These are:

- Change management
- Performance management and
- Flexible working.

This report has been written using these headings identifying good practice and areas for improvement against the Standard, and appropriate 'Your Choice' indicators.

Change Management

There is a strong sense of ownership of the programme of efficiency savings. People expressed this in terms of feeling empowered by the decision to bring the programme in house, rather than change being 'done to' them.

Involvement was extensive with elected members setting the framework for change at the outset, followed by early engagement with Trade Unions. There was very positive feedback from interviewees about this approach, with comments on the strong early communication and road shows.

However although communication started very positively people felt that as the programme progressed there was more email communication which did not provide the same opportunity to engage in questions and answers and face to face discussion. Those who were involved in the first wave of efficiencies said that they would have liked updates to explain any delays in the timetable and to be kept informed when there was nothing to report. This is a learning point for the current and future programmes of change that is recognised and addressed.

Whilst communication could have been improved generally people responded well to the programme and morale appears to have held up. Interviewees really welcomed the fact that managers were open and honest and kept their word. One interviewee who had come from another borough that had been through a similar programme said how refreshing it was to be told at the outset by his manager that there would be a job for him at the end of the process if he wanted it, and more importantly that what he was told materialised.

Importantly there has been a big investment in those people who were at risk, with training provided in interview skills and the Skills for Change programme, which has been put forward for external recognition. Training coupled with enhanced severance packages and a policy of no compulsory redundancies has been a major contributor to the success of the programme and the realisation of savings.

The reduction in management posts has opened up opportunities for career progression and for expansion of roles. A number of interviewees welcomed the opportunities provided to further develop their skills and careers. They have all felt very well supported in the transfer to new and or expanded roles. In particular people spoke highly of the programme provided through the University of Chester for members of the extended leadership team, 'Leading through Change'. They also felt well supported in taking on their new roles. Many provided examples of extended handover periods prior to previous managers leaving.

Undoubtedly the reduction in management posts will put additional pressures on managers. One Operational Director said he had lost over 400 years of experience as a result of people leaving the organisation. The loss of experience and knowledge coupled with much larger teams and more varied services that managers are leading will require OD's and DM's to work 'smarter', to encourage self management, and decision making at

lower levels in the organisation. Members of the extended leadership team will also need continued support and investment in their skills from development programmes and from the planned coaching and mentoring, to help them in their new roles and to manage staff through the programmes of efficiency savings in their service areas.

The change for administrative staff has been difficult. This group of staff have not only been brought to the corporate centre in a Centre of Excellence which is in itself a significant change to their working and management arrangements but many have also been re-graded at lower pay levels. Pay protection is generous at 3 years but morale is lower amongst this group of staff than others. Loss of the specialist knowledge that administrative staff have of IT systems such as care first is a risk that the service will need to address quickly by investing in greater flexibility of skills.

Protocols have been established to prevent a growth in new roles in the directorates; meanwhile there are still some administrative staff in their traditional service areas so that the change process is not complete, and interviewees felt that this left uncertainty about the future.

The council is self aware and learning from its programme to use its knowledge to inform future change. The issues raised by the assessors are understood and improvements for example in communication are being introduced.

Staff have also learned from the first wave of efficiencies and can be expected to be more demanding not only of information but also understanding in the next rounds of change. One of the issues raised with the assessors was the need to better understand the rationale for change; the criteria for being at risk and for even more transparency in the process.

It is too early to fully evaluate the impact on service delivery, although one interviewee remarked that the loss of administrative support meant that his service were unable to turnaround requests from schools as quickly, and possibly not within specified agreement times. Consideration will need to be given to the impact of change on all service provision and decisions may need to be taken on non core business that the council is willing to forego.

HR self service will require individuals to do more for themselves and reductions in administrative support will require managers and staff to undertake more of their own administrative work. These changes are not new to councils; others have introduced self service. Halton council staff appear to have good IT skills and training is available for those who need or want to further develop these. Newly qualified social workers for example are able to do the ECDL programme to extend their IT skills and knowledge and there is no concern that people will not have the skills to undertake these duties, however the extent to which it will put pressure on social workers for example will need to be monitored.

Performance Management

The efficiency programme has resulted in changes to the organisation structure and many newly formed service areas have yet to finalise their annual plans. Few current service plans were seen either for service improvement or for training and development. Strategies and plans that were reviewed included the Corporate Plan, Children and Young People's Plan, the People Strategy and the Training and Development Plan for Adult and Community Services.

Plans will need to be finalised quickly to enable EDR's to reflect the current year's priorities and to give sufficient time for the delivery of objectives set. It may be challenging to respond to learning and development needs identified in PAP's where these differ from the internal programme provided.

It is really important that changes resulting from the first wave of efficiencies and those planned for the future do not adversely affect performance management, and that the

investment of time and effort that is put into performance management is maintained. Close monitoring will be required to ensure this does not happen.

The current level of investment in management development including training in sickness absence and attendance, grievance and disciplines needs also to be maintained particularly as there are many new managers and many managers with responsibilities for increased numbers of people.

A refresh of HR plans including the Children and Young People's Workforce Strategy and the People Strategy will provide the opportunity to strengthen the needs analysis so that a far more focused plan for improving performance can be produced. Data capture is crucial and whilst there is data on the makeup of the workforce this will need to be reviewed following the restructure to reflect differences in the makeup of each directorate. The good practice that exists in data capture informing policy and practice (including training) in managing sickness absence should be applied across people management practices as appropriate.

Training and development data capture also needs strengthening so that reporting on the posts and numbers of people who require training can better inform programme planning and costing and can enable more informative reporting on the % of staff who require specific training, who have undertaken it.

Performance indicators will also need to be reviewed to measure improvement in those aspects of the service that are important, where these are not covered by national indicators. These will include for example targets to measure the impact of the efficiency programmes and in training targets to measure the return on investment of the training resource centre.

People were asked to bring along to interview copies of their EDR's and through discussion it was clear that in all those cases there is a strong golden thread between individual objectives and priorities for service delivery over the past 12 months. The investment in time and effort given over to EDR's is evident and the assessors were impressed by the ones that members of staff shared with them. The quality of objective setting is very good although on occasions the number of objectives set seemed high (in some cases there were 12-14 objectives set).

It is a credit to the organisation that the commitment to development reviews comes from the top and is led by the performance review that the leader undertakes with the Chief Executive. The investment in training and development for elected members is also impressive.

It is very commendable that there were few people reporting that they had not had a performance review. Even so there needs to be a continual drive to ensure that all managers are managing the performance of their staff members and making training and development opportunities available to them.

Involvement in service planning and in reviews of plans is well developed. Interviewees could describe the process by which they could inform service planning and said that their suggestions were taken into account. The approach appears to be more 'bottom up' with team plans feeding up the chain into directorate plans than the reverse and if this is the case then it will be important to ensure that the national, regional and corporate priorities are not lost in the process. Good practice examples provided of reviewing plans included quarterly review days and audit of files against the 5 outcomes for Children and Young People.

Evaluation of learning and development is still developing. First level evaluation - satisfaction with training and development is widespread and a well embedded process; whereas evaluation at a more strategic level is still patchy. The best examples were seen in Adults and Community and whilst the commissioned evaluation report was not available there were 2 evaluation reports which provided more detailed analysis. They covered safeguarding vulnerable Adults and NVQs. They provide a benchmark standard for future evaluation of all significant training across the council.

Historically there is little information on Return on Investment for the training centre itself. Now that the service is provided through a centre of excellence the return on investment will be easier to calculate. By quantifying the costs of the training facility alongside the costs of trainer time and use of resources the CSDG will be better placed to demonstrate the value of the investment whilst identifying potential cost savings. Some cost savings can be made by better use of IT for example to enable people to book courses on line and by distributing course information electronically.

Flexible Working

In the last few years the council has abolished core hours from the flexi time system and offered a day and half of flexi- leave in any month. Interviewees were really enthusiastic about this policy and their ability to use it to meet child care and other out of work commitments. Flexi time is a benefit that staff really value.

The council's flexible working strategy encompasses different patterns of working other than flexi time such as compressed hours, home working and hot desking, however few people appear to be aware of these alternative options, and the assessors were not sure whether this is because there has been little marketing of it or whether it is because some managers are not keen to promote it. Where people said they use home working this is mainly infrequently and to provide some dedicated quiet time for report writing.

The service that appears to have benefited significantly from home working is the benefits service. Interviewees said that they routinely work 2 weeks at home followed by 1 week in the council's offices. The nature of the work means that performance monitoring is easy to manage and in fact both managers and staff reported that performance had improved since the introduction of home working. Home working has reduced the need for office space with accommodation savings from hot desking.

Some managers said that flexible working is being considered along with accommodation as part of every efficiency review, however the assessors wondered whether there would be greater benefit to be gained from making this the subject of a separate review.

If the council is serious about flexible working and the contribution it can make to reward and to accommodation strategies then consideration needs to be given to how flexible working in its broadest sense is promoted and taken forward.

Abbreviations Used

EDR – Employee Development Review
PAP – Personal Action Plan
CSDG – Corporate Staff Development Group

Investors in People Topic Map

Business Strategy	Learning & Development Strategy	People Management Strategy	Leadership & Management Strategy	Management Effectiveness	Recognition & Reward	Involvement & Empower	Learning & Development	Performance Measurement	Continuous Improvement
The Standard - Top Managers should make sure (and their people should confirm) that:									
Organisation has vision/purpose strategy and plan	Learning priorities are clear and linked to the plan	People are encouraged to contribute ideas	Managers are clear about the capabilities they need to lead, manage and develop people	Managers are effective and can describe how they lead, manage and develop their people	People believe they make a difference	Ownership and responsibility are encouraged	People's learning and development needs are met	Investment in learning can be quantified	Evaluation results in improvements to people strategies and management
People involved in the planning	Resources for learning and development are made available	There is equality of opportunity for development and support	People know what effective managers should be doing		People believe their contribution is valued	People are Involved in decision-making		Impact can be demonstrated	
Rep.groups (where app.) are consulted when developing plans	The impact will be evaluated								

Your Choice - Top Managers should make sure (and their people should confirm) that:									
Clear core values relate to vision and strategy	The learning and development strategy builds capability	The recruitment process is fair, efficient and effective	Leadership and management capabilities for now and the future are defined	Managers are role models of leadership, teamwork and knowledge sharing	Reward and recognition strategies link to business strategy and are externally benchmarked	Effective consultation and involvement is part of culture	Learning and development resources are used effectively	The contribution of people strategies is measured and evaluated	Self review and information from external review are used
Key performance indicators are used to improve performance	Plans take account of learning styles	A diverse, talented workforce is created	Managers are helped to acquire these capabilities	Coaching is part of the culture		People are supported and trusted to make decisions	Learning is an everyday activity	Impact on key performance indicators can be described	Effective feedback methods are used to understand people's views on how they are managed
Social responsibility is taken into account in the strategy	People help make decisions about their own learning	A work-life balance strategy meets the needs of its people	Leadership and management strategy link to business strategy, taking account of external good practice	People are helped to develop their careers	Representative groups are consulted (where appropriate)	Knowledge and information are shared	Innovative and flexible approaches to learning and development are used	Performance improves as a result	
People and stakeholders are involved in strategy development	Learning and development is innovative and flexible	Constructive feedback is valued	Everyone is encouraged to develop leadership capabilities	There is a culture of openness and trust	What motivates people is understood	People committed to success	People are given the opportunity to achieve their full potential	Career prospects Improve	Internal and external benchmarking are used
	There is a culture of continuous learning	The structure makes the most of people's talents			Success is Celebrated	There is culture of continuous improvement	All learning is valued/celebrated and is an everyday activity	Flexible and effective approaches to measuring return on investment are used	People's views on how they are managed improves
					Benefits strategy goes beyond legal requirements	People can challenge the way things work	Mentoring is used	ROI in people is reported to stakeholders	People believe it's a great place to work
					Colleagues' achievements are recognised	There is a sense of ownership and pride in working for the organisation	Personal development is supported		

Traffic lighted (Red, Amber and Green) – See Key on Evidence Matrix

Blue highlighted topics are those where evidence from the review indicated that the Council may demonstrate good practice against the Your Choice indicators of the Standard

Evidence Requirements assessed were as follows:

Traffic lighted (Red, Amber and Green)

The Standard – Evidence Requirements										
ER	1	2	3	4	5	6	7	8	9	10
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
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Key:

✓	Evidence Requirement Met		D	Met with Development Opportunity
X	Further Evidence Required			Evidence Requirement Not Assessed

CONTINUOUS IMPROVEMENT PLAN

Objective/Priority/Issues	Suggested Development Activity	Client Action	Assessor Support	IIP Centre Support
Change Management	<p>Continue to develop skills and improve knowledge of change management by learning from feedback from the first wave of efficiency programmes, identifying networking opportunities and programmes with local government providers and by access to material on the Investors in People website.</p> <p>Assessor can highlight material of interest on the GoodPractice.net website and others.</p>		Yes	
Performance Management	<p>Ensure service plans and training and development planning takes place and is not disrupted by the efficiency reviews. Continue to strengthen leadership and management skills to support planning and the EDR process by making training opportunities available. Strengthen the link between the competency framework and leadership and management skills by taking advantage of programmes offered including those that are available through the IIPNW centre and by embedding the framework in processes such as recruitment, induction, and EDR</p>			
Family Friendly policies	<p>Consider the potential role for family friendly policies and flexible working in the efficiency review programmes as part of a total reward strategy and linked clearly to accommodation.</p>			
Review the IIP Health & Wellbeing Good Practice Award initiative launched in March 2010.	<p>Use the Investors in People framework to support the above, considering assessment either against the Your Choice indicators of the 'Wider Framework' or this can be facilitated by the implementation of a Health & Wellbeing strategy utilising the IIP Health & Wellbeing Good Practice Framework. The framework is supported by the Department of Health and could add value in keeping the workforce healthy, balanced and sane.</p> <p>Further information at www.investors in people co.uk.</p>			Yes

Objective/Priority/Issues	Suggested Development Activity	Client Action	Assessor Support	liP Centre Support
<p>Calculate the return on investment for the training centre to inform future decision making and strengthen evaluation.</p>	<p>Continue to look at models that can help to strengthen evaluation, whilst sharing good practice in Adults and Community services with other services.</p> <p>Consider the benefits of seeking formal recognition of the good practice that exists beyond the National Standard either through the Bronze Silver or Gold awards or with reference to a particular objective such as Change Management or Flexible Working.</p>			

Conclusion

In conclusion the assessors consider that the considerable investment in training and development, particularly to support the change process, along with a policy of no compulsory redundancies, an enhanced retirement package, and good flexible working provisions have helped to maintain morale at a time when people have been asked to make changes and sacrifices in their working lives. It is to the credit of the council that people are attracted to work for Halton Council and to build careers here.

Halton council meets all the indicators of the National Standard as well as displaying good practice in some or all service areas against the topics identified above on the topic map.

The Assessors would like to thank all those involved in organising the assessment and site visit, for their efficiency in providing all the materials requested and for support and refreshments provided. The Assessors would also like to thank all the interviewees who made time to meet with them or talk to them over the telephone.

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Assessor

Investors in People

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REPORT TO: Corporate Services Policy & Performance Board
DATE: 7th September 2010
REPORTING OFFICER: Chief Executive
SUBJECT: Performance Management Reports for 2010/11
WARDS: Boroughwide

1.0 PURPOSE OF REPORT

1.1 To consider and raise any questions or points of clarification in respect of the 2010 – 11 1st quarter performance management reports on progress against service objectives and performance targets, and factors affecting the services etc. for:

- Policy & Performance
- Legal, and Democratic Services
- Financial Services
- ICT & Support Services
- Human Resources
- Property Services
- Stadium & Hospitality

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the 1st quarter performance management reports;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

3.0 SUPPORTING INFORMATION

3.1 The departmental objectives provide a clear statement on what the services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

3.2 The quarterly reports are on the Information Bulletin to reduce the amount of paperwork sent out with the agendas and to allow Members access to the reports as soon as they have become available. It also provides Members with an opportunity to give advance notice of any questions, points or requests for further information that will be raised to ensure the appropriate Officers are available at the PPB meeting.

4.0 POLICY AND OTHER IMPLICATIONS

4.1 There are no policy implications associated with this report.

5.0 RISK ANALYSIS

5.1 Not applicable.

6.0 EQUALITY AND DIVERSITY ISSUES

6.1 Not applicable.

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

Document	Place of Inspection	Contact Officer
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Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Resources
<u>Department:</u>	Policy & Performance
<u>Period:</u>	Quarter 1 – 1 st April to 30 th June 2010

1.0 Introduction

This monitoring report covers the Policy and Performance Department first quarter period up to period end 30th June 2010. It describes key developments and progress against key 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

The first twelve weeks of the year have been spent finalising recruitment and mobilising staff within the new team structures whilst ensuring continuity of priority work. Work programmes have been developed for agreement with the directorates which we support.

Within the Policy and Strategy Division the focus has been on the preparation of the framework of statutory plans (Children and Young People's Plan Review, Sustainable Community Strategy, Core Strategy, Local Transport Plan) and preparing for the Ofsted (Office for Standards in Education, Children's Services and Skills) and Care Quality Commission inspections expected in Children's Services and planned for September in Adult's Services.

Within the Performance and Improvement Division the focus in this first quarter has been to ensure statutory compliance with all Directorates specific statutory performance returns, submitted by the due date. Significant support was also given to the unannounced inspection in Children's services in May 2010 and ongoing evidence collation, submission and meetings with Regulators namely Ofsted (Office for Standards in Education, Children's Services & Skills) and the Care Quality Commission (CQC).

Within the Communications and Marketing Team the focus of activity has been on delivery of a number of key campaigns including work ensuring members of the public, and professionals working with adults, are aware of the signs of abuse and how to report it; along with the promotion of recent Respect Weeks to help reduce the perception that 'crime and antisocial behaviour is a problem'. The Team has also provided support in preparing for forthcoming inspections in Children's Services and Adult Services.

The award of the design and print contract has been completed, rationalising the supplier base from over 90 to around a dozen. With the in-house design team, print unit and the new contracts the aim is to deliver a far more efficient service with less reliance on external support.

The Department has also supported the preparation for the CQC Inspection of Adult Social Care from 7-16th September 2010. This has included policy support to ensure policy, practice and procedural guidance is comprehensive and up to date; collection of performance information and case study evidence for the self assessment; data quality reviews, and preparing and delivering an information and communications strategy for staff and partners.

3.0 Emerging Issues

The changes to policy and organisational arrangements announced by the new government give rise to the key emerging issues this quarter.

Policy and Strategy

A prime example is the new White Paper on NHS reform which details huge changes to the way NHS Services will be delivered in the future. The policy implications coming out the report will be equally huge and there will be a lot of work both locally and nationally to facilitate these changes. At this stage the proposals are in outline, and more detail will be required before the full impact can be assessed.

The swift abolition of the regional tier of policy making has generated some uncertainty. For example, the revocation of the Regional Spatial Strategy will leave a gap in the Planning Policy Framework. Specific areas including waste, minerals, housing, climate change and low carbon economy will need to be looked at to ensure consistent policy operation between national and local levels.

Budget impacts in the form of the in year reduction of Area Based Grant, Planning Delivery Grant and Working Neighbourhoods Fund mean that projects and initiatives require re-assessment in terms of future financial sustainability and where relevant the development of any appropriate exit strategies.

Communications & Marketing

Long-term sickness of one member of the press office, alternative arrangements to cover workload/ensure welfare of other staff being sought.

Subject to consultation, the coalition Government, 'is minded' to tighten up the *Code of Recommended Practice for Local Authority Publicity* in relation to the publication of council newspapers. While our own council newsletter, Inside Halton, is not comparable to those being targeted, there may be implications for the content, format of future editions as a result of the review.

Performance & Improvement

At the end of May 2010, an announcement was made by the Coalition Government that the Comprehensive Area Assessment will be abolished. Thus no new scores will be issued for the use of resources assessments, managing performance assessments or the overall organisational assessments. Ofsted has a statutory obligation to carry out an annual assessment of Children's Services which will continue. The Care Quality Commission is currently considering the implication of the ending of CAA for its assessment of Adult Social Care with the Department of Health, using the CAA timetable to publish conclusions of its ongoing inspections this year.

Set against this the Government in various announcements and consultation documents places heavy emphasis on publishing financial and performance data online to make councils and other bodies more accountable. The impact of further announcements expected in the late Autumn, will continue to be closely monitored so that appropriate performance management systems can be put in place to support the delivery of local needs and priorities.


4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	16		16		0		0
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All key objectives/milestones are presently on track and additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	4		4		0		0
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All of the remaining objectives/milestones are on track and therefore are not being reported by exception at this time.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	1		1		0		0
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All key performance indicators are presently on track and additional details are provided within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	2		2		0		0
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A number of indicators for the service draw on information normally collected through the Place Survey which was due to take place in the Autumn. In light of the recent announcement that the Place Survey will be postponed by the Government pending a review, options for a much slimmer survey using the national definitions to monitor satisfaction with local services, are currently being explored.

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 'key' performance indicators
- Appendix 3 Financial Statement
- Appendix 4 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 Q1	Supporting Commentary
Review of the Children and Young People's Plan. June 2010.		The CYP Plan review has been completed to time against projected deadlines. The document has been approved by the Children's Trust Board and will be 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. November / December 2010.		Both documents are currently being drafted in preparation for the November consultation. The Sustainable Community Strategy is being drafted by a partnership drafting group and accompanying policy options papers are being prepared to provide a 'menu' of interventions that could be implemented to tackle Halton's biggest societal challenges. Draft documents will be submitted to the Special Strategic Partnership Boards and Policy and Performance Boards during September.
Submission of Core Strategy to Secretary of State. February 2011.		The Core Strategy is awaiting the final pieces of evidence upon which to justify policies (affordable housing, flood risk, energy efficiency targets). The impact of the revocation and proposed abolition of the Regional Spatial Strategy (RSS) is being assessed as this document has legally been part of the development plan. Removal of RSS may leave policy gaps in the Core Strategy and these must be revised prior to the November publication. If resultant changes are significant, the timetable for publications and submission may need to be reviewed. 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.



Appendix 1: Progress Against 'key' objectives / milestones

Milestones	Progress Q1	Supporting Commentary
Support the implementation of the Telecare Strategy Action Plan that will ensure the continued use and development of Telecare. March 2011		The strategy has been completed and the support requirements of the service for implementation are being finalised. The strategy has been approved by the Executive Board, Healthy Halton Policy & Performance Board, and the Senior Management Team in Adults & Community Directorate. A new multi-agency group has been formed, the Early Intervention/Prevention Group. This group will meet on 21 st July and will receive Policy Officer support.








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 Q1	Supporting Commentary
Monitor performance against Community Strategy targets and review delivery plans June 2010 ¹		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 and agree refresh with government office March 2011		The Local Area Agreement acts as the delivery plan for the Sustainable Community Strategy for Halton and is central to our policy framework. The Local Area Agreement was refreshed in March 2010 following a review with Government Office North West and approved by the Secretary of State on 1 st April 2010. Any changes to Performance targets that resulted from this review were reflected in the Sustainable Community Strategy Performance Report as noted above.


Appendix 1: Progress Against 'key' objectives / milestones

Milestones	Progress Q1	Supporting Commentary
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 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. March 2011		Consultation and engagement on the new Sustainable Community Strategy is planned for November and is running to time.
HSPB to agree exit strategy for end of WNF funding September 2010		Work is progressing to develop exit strategies by each Specialist Strategic Partnership.
Negotiate new Local Area Agreement 2011-2014 March 2011	Refer to Comment	The change in government brings uncertainty as to the future of Local Area Agreements (LAA). The current LAA will expire in March 2011 and may not be replaced in its current format. It is probable that locally established performance indicators will be selected to monitor progress in tackling local issues of greatest concern. This monitoring framework is likely to form part of the new Sustainable Community Strategy.
Agree local questions for Places Survey 2010 and commission it September 2010	Refer to Comment	The Places Survey has recently been postponed by the government pending a review. It will not proceed this financial year. Options for a much slimmer local survey using the national definitions to monitor satisfaction with local services are being explored
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	



Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective	
PPO3	Improve the quality and effectiveness of the Council's communications	
Milestones	Progress Q1	Supporting Commentary
Update corporate communications strategy and supporting directorate work programmes September 2010		Meetings have taken place with directorate senior management teams to discuss approach to work-programme development. Account Officers continuing to work with departments to establish priorities and objectives in line with service plans. Draft plans will be presented during July 2010.
Issue new A-Z guide to services August 2010		On schedule, draft copy now complete.
Deliver targeted 'you said, we did' campaign July 2010		Design and sign off of the campaign was completed in June 2010 and eight refuse vehicles will carry targeted messages from August 2010.
Review and reissue media guide September 2010		Initial planning underway, with draft to be ready for consultation by end August
Review use of corporate branding/audit of external publications September 2011		On schedule, presentation to management team planned for August 2010
Retender In Touch contract December 2010		Feedback from the InTouch reader survey will shape the requirements of the contract. Work on contract preparation will commence during October 2010.
Review and retender Inside Halton contract March 2011		Current contract extended to December 2010; process for reviewing and retendering contract underway – government changes to the code of practice on local government publicity may influence final format and frequency of publication

Appendix 1: Progress Against 'key' 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>	
<p><i>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.</i></p>		<p>All statutory returns completed on time for Adults & Community and Children's Services by the Centre of Excellence and submitted to the relevant regulatory body by the deadlines (which were earlier this year). An additional voluntary return on Abuse of Vulnerable Adults was submitted and support was provided for new statutory special reviews of Health Care in Care Homes and Stroke Services.</p> <p>All meetings with CQC and Ofsted now supported by the Centre of Excellence who provide support by collating and submitting evidence. From a performance perspective all processes and procedures worked well in the unannounced inspection in May 2010 for Children and Young Peoples Services. Support is ongoing given the forthcoming Safeguarding Inspection in September 2010 for Adults and Community.</p>

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
<u>PPLI 1</u>	% Of LAA WNF Spend (%)	88.16	100	N/A	N/A	N/A	Expenditure claims are submitted in arrears after quarter end; therefore data is not yet available.
Cost & Efficiency							
<u>PPLI 8</u>	% Of departmental working days lost due to sickness absence.	3.9	3.7	1.9 (Apr - May)			Sickness absence for the Directorate is currently better than target. It is worth noting however, that 2 members of staff are now long term absences, which will have a noticeable impact upon future performance.

Appendix 3 Financial Statement

POLICY AND PERFORMANCE**Revenue Budget as at 30th June 2010**

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Item
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	3,380	846	821	25	827
Premises					
Supplies & Services	438	97	88	9	190
Corporate Subscriptions	128	52	52	0	59
Agency & Contracted	0	0	0	0	0
Transport	40	10	11	(1)	11
Support Services	0	0	0	0	0
Total Expenditure	3,986	1,005	972	33	1,087
<u>Income</u>					
Sales	-2	0	0	0	0
Support Service Recharges	-409	0	0	0	0
Grants	0	0	0	0	0
Reimbursements & Other Grants	0	0	-1	1	-1
Fee & Charges Income	0	0	0	0	0
Total Income	-411	0	-1	1	-1
Net Expenditure	3,575	1,005	971	34	1,086

Comments on the above figures:

In overall terms spending is currently below the budget at the end of quarter 1.

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.

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

Appendix 3 Financial Statement




POLICY AND PERFORMANCE**Local Strategic Partnership expenditure as at 30th June 2010**

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£000	£000	£000	£000
Local Strategic Partnership				
LSP Team	221	55	15	40
Community Pot	679	0	0	0
Net Expenditure	900	55	15	40

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 4 Explanation of Symbols
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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</u> whether the annual target is on course to be achieved.</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</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

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.

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Resources
<u>Department:</u>	Legal & Democratic Services
<u>Period:</u>	Quarter 1 – 01 st April to 30 th June 2010

1.0 Introduction

This monitoring report covers Legal and Democratic Services first quarter period up to period end 30th June 2010. It describes key developments and progress against key objectives and performance indicators for the service.

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

2.0 Key Developments

The Parliamentary and Local Elections in May were carried out smoothly and effectively.

Proposals for the amendment of the Constitution were approved by Council in May.

3.0 Emerging Issues

Work is progressing towards integrating the Democratic Services team, including Committee Services, Member Services and Elections as a single cohesive unit, thereby improving services to Members.

Developments within the Standards regime are being reviewed to ensure that the Council's arrangements remain fit for purpose.

The Council's Health and Safety Policy has been revised and along with the consultative process for the Council's governance arrangements will be brought before Council for approval in July.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	4		4		0		0
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All of the key objectives / milestones for the service are progressing as planned and additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	-		-		-		-
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There are no additional objectives / milestones to be reported for the service.



5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	1		1		0		0
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The one key performance indicator that can be reported at this stage is on track to achieve annual target. Additional details are provided within Appendix 1.

5.2 Progress Against 'other' performance indicators

Total	9		6		1		2
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The majority of other indicators for the service are progressing as planned. However at this stage it seems unlikely that targets concerning public attendance and questions at meetings will achieve their annual target. Additional details are provided within Appendix 3.

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 'key' performance indicators
- Appendix 3 Progress against 'other' performance indicators
- Appendix 4 Financial Statement
- Appendix 5 Explanation of use of symbols

Appendix 2: Progress Against 'key' objectives / milestones

Ref	Objective
LDS 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



Milestones	Progress Q 1	Supporting Commentary
Secure renewal of Lexcel & ISO Accreditation January 2011		On course to be achieved by target date as work on the ISO Internal Audits continues.

Ref	Objective
LDS 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

Milestones	Progress Q 1	Supporting Commentary
Review Constitution May 2010		The Constitution was approved by full Council in May and a meeting of the Working Group has been held to consider further related issues.



Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
LDS 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







Milestones	Progress Q 1	Supporting Commentary
To ensure that all members have been given the opportunity of a having a MAP meeting		A number of MAP meetings have already taken place with others arranges for later in the year.
To induct all new members – by October 2010		Provided new Members with 3 out of 4 induction dates, the last of which will be held on 13 October 2010.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>LDSLI 1</u>	Proportion of departmental working days lost to sickness absence (%)	4.5	4.0	Refer comment	N/A	N/A	Information is not yet available following the reconfiguration of functions post re-structure. It is anticipated that data for this measure will be available for reporting at quarter 2.
<u>LDSLI 2</u>	No. Of Members with Personal Development Plans (56 Total)	52 (92%)	56 (100%)	45			Progress is good but slightly less than at the corresponding stage last year.

Appendix 4: Progress Against 'other' performance indicators

Ref	Service Area	High Priority Action			Progress	Supporting Commentary	
Fair Access							
LDSL1 6	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	188	600	91			Every effort is made, for example through the timing of meetings, choice of venue etc, to encourage civic participation in the democratic process. However opportunities for engagement can be influenced by the constraints of board member availability and the nature of the subject matter within board agenda's which can directly influence public interest. The situation will be kept under review to ensure potential opportunities to increase participation are not missed.
LDSL1 7	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	14	175	19			
Service Delivery							
LDSL1 11	Average time taken to complete Conveyancing Transactions	360	325	444			The figure has been distorted by the recent completion of very complex, longstanding matters.

Appendix 4 Financial Statement

LEGAL & DEMOCRATIC SERVICES

Revenue Budget as at 30th June 2010

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	1,749	428	426	2	430
Members Expenses	773	196	200	(4)	203
Premises	63	1	0	1	0
Supplies & Services	205	60	82	(22)	100
Civic Catering & Functions	82	20	16	4	21
Legal Expenses	207	64	64	0	64
Transport	41	10	9	1	9
Asset Charges	6	0	0	0	0
Support Services	47	0	0	0	0
Total Expenditure	3,173	779	797	(18)	827
<u>Income</u>					
Land Charges	-130	-32	-43	11	-43
SLA to Schools	-23	-6	0	(6)	0
Licence Income	-309	-44	-44	0	-44
Other Income	-63	-13	-32	19	-32
Support Service Recharges	-75	0	0	0	0
Total Income	-600	-95	-119	24	-119
Net Expenditure	2,573	684	678	6	708

Comments on the above figures:

In overall terms spending to the end of the first quarter is slightly under budget.




With regards expenditure, supplies and services costs are over budget for the period which in the main relates to the additional cost of holding the general elections.

With regards income, receipts from Legal Fees are currently exceeding budget which is due to the increased levels of court costs being reimbursed.

At this stage, it is anticipated that total net spending will be within budget at year-end.




Appendix 5 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</u> whether the annual target is on course to be achieved.</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</u> unless there is an <u>intervention or remedial action</u> taken.</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.

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Resources
<u>Department:</u>	Finance
<u>Period:</u>	Quarter 1 – 1 st April to 30 th June 2010

1.0 Introduction

This monitoring report covers the Financial Department first quarter period up to period end 30th June 2010. It describes key developments and progress against key 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

Revenues and Benefits

Although the Dept of Work and Pensions are experiencing difficulty in publishing year-end nationally comparable data in relation to the processing of Housing and Council Tax Benefit claims, internal monitoring shows high levels of performance are being sustained.

In the third quarter of last year Halton had the best claims processing performance in Merseyside, Cheshire and Greater Manchester.

During the first quarter of this year the benefits caseload continued to rise and currently stands at almost 16,500 claims (the benefits caseload for the same period within 2009/2010 was 15,100). In spite of this, processing times have been maintained with on average new claims being processed within 16 days.

During 09 – 10 Council Tax collection was consistent with that of unitary authorities and the third highest within the Manchester / Merseyside group. In addition Business Rate collection was well above the national average and the highest amongst Greater Manchester authorities and 2nd highest on Merseyside. This trend has continued during the first quarter of this financial year.

During quarter 1 there has been a continued demand for both debt and welfare

rights advice and the need for tribunal representation has continued to grow and a success rate of 74% (of 47 cases represented) has been achieved. Positive work with McMillan Support and Halton Hospital has been extremely positive and resulted in substantial benefits for those with severe illness.

Audit & Operational Finance

Finance Support Services

The new Government has made a specific commitment that new items of local government spending over £500 be published on a council-by-council basis from January 2011 (with limited exceptions surrounding personal information that falls under the Data Protection Act). Work is currently underway in developing an extract from the Council's ledger that provides all the information that needs to be disclosed.

Insurance

The Schools Forum agreed at its June meeting to provide funding from the Dedicated Schools Grant to ensure that the Council's voluntary aided schools are insured for 90 per cent of their premises insurance liabilities. The governing bodies of the voluntary aided schools are required to fund the remaining 10 per cent. This arrangement now ensures that voluntary aided schools in the borough are insured to the same level as the Council's non-voluntary aided schools.

Financial Management

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.

Inflation, as defined by the Consumer Prices Index (CPI), fell during the quarter from 3.4% in March 2010 to 3.2% in June 2010. This was largely due to the fall in petrol and diesel prices compared to an increase in the same quarter last year. 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 during the quarter from 4.4% in March 2010 to 5.0% in June 2010. This was largely due to a rise in mortgage interest costs compared to a fall twelve months previously.

The Governments Emergency Budget, announced on 22nd June, included the following:

- From April next year there will be an average 25% reduction across government departments. Although the details will be announced through the comprehensive spending review in October the full implications for individual Council's will not be known until the New Year.
- From January 2011 insurance premium tax will increase and VAT will rise to 20%. Landfill tax will also rise by £8 per tonne annually until at least 2014.
- Public sector pay will be frozen for 2 years from April 2010 and employers national insurance contributions will increase, although this may be offset by

- a raise in the minimum payment threshold.
- Both public sector pensions and housing benefits will be reviewed.

Additionally a number of subsequent announcements have been made by the government concerning in-year reductions in local government funding. As a result in this financial year the Area Based and Specific Grant for Halton will be reduced by £3m and Highways capital funding will reduce by £1m.

On 12th July 2010 the Government announced that the Building Schools for the Future (BSF) programme has been stopped, although a number of schemes are being reviewed by Government including three of Halton's proposed BSF schemes.

The Council's 2009/10 final accounts have been completed and the draft Statement of Accounts was approved by the Business Efficiency Board on 30th June 2010. The Audit Commission have commenced the audit of accounts and will report their findings to the Business Efficiency Board on 29th September 2010, following which the Statement of Accounts will be published.

The Government have announced the abolition of the Comprehensive Area Assessment (CAA) and thereby the Use of Resources assessment, with immediate effect.

Efficiency Programme

Of the work streams within Wave 1 of the Efficiency Programme, the Management Structures, Transactional, and Non-Transactional Support Services workstreams are now closed and the Open Spaces workstream remains in progress having met its first year target. Gross savings from these workstreams for 2010/11 amount to £4.4m. Net savings after VR / VER and pay protection costs are £3.24m - £228,000 will fall into the budget from 2013/14 and a further £950,000 from 2015/16. The review of Property Services is ongoing and is expected to generate around £80,000 of savings.

Wave 2 workstreams currently underway are the review of Revenues & Benefits / HDL (savings target £600,000), Review of ICT Support Services (initial savings of £80,000 with a further target to be set), Review of Operational Fleet & Client Transport (savings target £500,000) and Review of Contracted Services to Schools. A secondary workstream to look at opportunities to streamline processes across the Transactional and Non-Transactional areas is in the process of starting up.

3.0 Emerging Issues

Revenues and Benefits

Review of Revenues & Benefits and HDL

Revenues and Benefits are part of the Wave 2 Review. At the present time the project is on schedule with the 'As Is' report complete and the 'To Be' position currently being considered.

A pilot has taken place, with staff from Benefits being located at HDL to enable them to deal with customers direct. The result of this pilot are now been assessed by the Efficiency Team, with recommendations for a way forward due shortly.

Employee authentication service

The Department of Works and Pensions (DWP) is introducing a more secure method by which Benefits staff access DWP computer records during 2010. This project will require some work from ICT and new security procedures from the Benefits Service, but there should be no adverse impact on performance.

Pension age realignment

The equalisation of State Pension Age for men and women commenced 6th April 2010. This means that from April the way in which HB and CTB for some claimants aged between 60 and 65 has changed. This change impacts on the way HB and CTB claims are assessed and consequently new software has been tested and implemented. Due to the complexity of the transitional arrangements, training and awareness sessions have been key for Benefits staff, HDL advisors, RSL and private landlords as well as for the customers themselves. The full impact of this change has not yet been fully realised and close monitoring will continue throughout the summer

Department of Works and Pension's Customer Information System (CIS) Prompts

From the 5th April 2010 the DWP were to introduce CIS Prompts, which is a procedure whereby the Benefits Service is informed electronically by the DWP of changes to a Benefit claimant's tax credit. The DWP have, however, had to delay this project because of technical difficulties, but it is expected to go live during 2010.

KLOE (Key Lines of Enquiry)

Work towards meeting the requirements of KLOE continues to be developed and is being enhanced in light of newly published Audit Commission inspection reports.

The key themes that are emerging from these reports are that the Audit Commission are looking for evidence of:

1. Clear and strong links between Benefits and Local Area Agreements
2. An in depth understanding of customers with a resulting customer focused Service
3. Value for Money activity

4. Action being taken in light of the economic climate

A Taskforce report published earlier this year, recommended that 'take up' should be more prominently featured within the Benefits KLOE to encourage councils to link take up with wider priorities such as preventing child poverty and contributing to economic development. As a result, a revised KLOE will be published during July 2010. An internal reassessment of the Division against the revised standards will be undertaken during quarter 2.

Non Domestic Rates

The proposed changes to the Small Business Rate Relief scheme, previously presented by the DCLG, would appear likely to be implemented by the new government with effect from 1st October 2010.

The Government has issued a consultation document and proposed changes to discretionary awards of non domestic rate relief. It is not envisaged that there will be any additional funding from DCLG for any new schemes.

Welfare Rights

The continuing increase in the demand for appeals representation is expected to escalate further. The intention to "caseload" all Incapacity Benefit claimants onto Employment Support Allowance from October is expected to lead to a steady substantive rise in the number of appeals related enquiries. The new stated policy intention for all existing Disability Living Allowance claimants to undergo another medical examination is expected to add to this in future years.

The second Macmillan Welfare Rights Officer has been appointed and will contribute to making the pathway for those diagnosed with Cancers more effective. The intention must be to ensure that all those residents in Halton diagnosed with a Cancer and their carers/ families have skilled benefits advice and their incomes maximised.

Audit & Operational Finance

Cash Collection Contract

The Council's current cash collection contract is due to expire at the end of August. Rather than going through a full tendering process, arrangements are being made through the Procurement Division to utilise an existing framework agreement for cash collection services that has been procured by a neighbouring authority. It is anticipated that this method of procurement will realise annual savings in the region of £5,000.

Insurance

The Council's current insurance contract is due to expire at the end of the current financial year. Advice on the procurement process is being provided by the AON, who are the Council's insurance advisor. A Prior Information Notice setting out the services to be tendered has been published in the Official Journal of the European Union.

Financial Management

A progress report on the implementation of International Financial Reporting Standards (IFRS) from 2010/11, was presented to the Business Efficiency Board on 26th May 2010. Having now completed the draft 2009/10 final accounts, work is underway to restate them onto an IFRS basis by 31st October 2010.

The Department for Education's consultation on the future distribution of school funding closed on 7th June 2010. Further consultation on draft proposals is now awaited, leading to indicative allocations for Councils being announced during November 2010.


4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	7		6		1		0
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All but one of the key objectives/milestones for the Department have been achieved and details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	8		8		0		0
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All other objectives/milestones for the Department are on track to be achieved and are therefore not being reported by exception at this time.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	5		5		0		0
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All five of the key performance indicators for the Department reported at this time are on track to be achieved and details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	3		3		0		0
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The remaining three performance indicators reported at this time are on track to be achieved and are therefore not being reported by exception at this time.

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 'key' performance indicators

Appendix 3 Financial Statement




Appendix 4 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
FS O1	Set the Revenue Budget, Capital Programme and Recommend Council Tax



Milestones	Progress Q1	Supporting Commentary
Report Medium Term Financial Forecast to Executive Board November 2010		On track to report Strategy to Executive Board in November 2010.
Report to Council in March 2011		

Ref	Objective
FS O2	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports









Milestones	Progress Q1	Supporting Commentary
Provide monthly financial reports to budget holders within 8 days of month end		Given the need to disaggregate the 2010/11 budget following the organisational restructuring, reports could not be provided for April and May but will be provided from June onwards.
Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports		Quarter 1 reports will be provided on schedule to Operational Directors.
Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee.		The 2009/10 outturn was reported to Executive Board Sub Committee on 8 th July 2010, showing an overall revenue underspend and 80% spend against the capital programme. Quarter 1 will be reported on 9 th September 2010.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
FS 03	Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards

Milestones	Progress Q1	Supporting Commentary
Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2010		The draft Abstract of Accounts was approved by the Business Efficiency Board on 30 th June 2010.
Publish the Abstract of Accounts by 30th September 2010		On track to publish the Abstract of Accounts by 30 th September 2010.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
<u>FSLI 1</u>	Receive an unqualified audit opinion on the accounts	Yes	Yes	N/A		N/A	The audit of accounts is underway and indications at this stage are that an unqualified audit opinion will be received.
<u>FSLI 4</u>	The percentage of all invoices which were paid in 30 days	N/A	90.00	93.77		N/A	This is a new indicator and therefore there is no comparable data for 2009/10
<u>FSLI 5</u>	Proportion of Council Tax collected	97.23%	96.00	29.19%			Q1/2009 : collection rate was 29.19%
<u>FSLI 6</u>	The percentage of Business Rates which should have been received during the year that were received	99.73%	97.75	32.86			Q1/2009: collection rate was 32.08%
<u>NI 181</u>	Time taken to process HB CTB new claims and change events	6.55*	14	7.2			*This represents the results of internal recording as DWP have not yet published Q4 results. DWP have published data up to Q3 which shows performance at 6 days Q1/2009: performance was 9 days
<u>NI 179</u>	Value of (organisational) cashable efficiency gains.	£2.967m	TBC	TBC	N/A	N/A	2010/11 Forecast cumulative gains to be submitted to the DCLG by 22 October 2010.

Appendix 3: Financial Statement
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FINANCE DEPARTMENT**Revenue Budget as at 30th June 2010**

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	6,528	1,934	1,754	180	1,765
Premises	715	715	714	1	814
Supplies & Services	591	54	50	4	193
Insurances	598	292	300	(8)	300
Transport	414	322	328	(6)	328
Charitable Relief	103	26	0	26	0
Concessionary Travel	1,998	553	555	(2)	555
Asset Charges	107	0	0	0	0
Council Tax Benefits	11,194	11,194	11,262	(68)	11,262
Support Services	0	0	0	0	0
Rent Allowances	46,657	11,011	11,010	1	11,010
Non HRA Rebates	99	14	13	1	13
Total Expenditure	69,004	26,115	25,986	129	26,240
<u>Income</u>					
Sales	-11	-3	0	(3)	0
Fees & Charges	-52	-1	-27	26	-27
Support Service Recharges	-691	0	0	0	0
SLA to Schools	-966	0	0	0	0
Insurance Recharges	0	0	0	0	0
NNDR Administration Grant	-169	0	0	0	0
Hsg Ben Administration Grant	-1,486	-371	-352	(19)	-352
Concessionary Travel Grant	-331	-83	-83	0	-83
Rent Allowances	-46,070	-12,358	-12,358	0	-12,538
Council Tax Benefits Grant	-11,060	-2,764	-2,724	(40)	-2,724
Other Grants	-701	-114	-45	(69)	-45
Liability Orders	-299	-75	-116	41	-116
Non HRA Rent Rebates	-99	-25	-28	3	-28
Total Income	-61,935	-15,794	-15,733	(61)	-15,913
Net Expenditure	7,069	10,321	10,253	68	10,327

Comments on the above figures:

In overall terms spending is currently below the budget profile at the end of quarter 1. With regard to expenditure, employee costs are lower than budget due to vacancies within the Revenues & Benefits and Audit & Operational Finance Divisions.

At this stage it is anticipated that total net spending will be within budget at the end of the financial year.

Appendix 3: Financial Statement
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Local Strategic Partnership Funded Schemes to 30th June 2010

	Annual Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date £'000
Benefits Bus	155	39	31	8
Community Grid	11	3	11	(8)
Total	166	42	42	0

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 Working Neighbourhoods Fund grant is spent during the year.




Appendix 4: 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</u> whether the annual target is on course to be achieved.</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</u> unless there is an <u>intervention or remedial action</u> taken.</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.

Departmental Quarterly Monitoring Report

Directorate: Resources

Department: ICT

Period: Quarter 1 – 01ST April to 30th June 2010

1.0 Introduction

This monitoring report covers the ICT Services first quarter period up to period end 30th June 2010. It describes key developments and progress against key objectives and performance indicators for the service.

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

2.0 Key Developments

Following the implementation of the revised Council structures a significant amount of work has been undertaken during the period to implement new working arrangements and sustain business continuity. The programme for the further development of administrative services and the mapping and cataloguing of ICT based services will continue into the second quarter.

Halton has now entered into a reciprocal arrangement with Redcar BC to provide mutually supportive back up systems for databases and servers. The work on populating the systems will be risk based to ensure business critical issues are given priority. This arrangement will provide assurance of ICT at a significantly reduced cost than would have been incurred had the authority entered into a contractual arrangement with a commercial provider of such services.

3.0 Emerging Issues

Member's devices need to be replaced with Code of Connection (CoCo) compliant equipment. CoCo requirements, introduced by central government, are a set of security standards concerning networks and data management with which the authority must comply.

This is a resource intense and business critical area for the department as any failure to meet the required standards would mean that the authority could not connect to central government databases / websites and in effect could not continue to operate and deliver local public services such as the provision of Housing / Council Tax benefit.

The phasing out of the existing Citrix platform will be a priority for the department during the current year. This has resulted for the speed at which technological advances now take place and the enhanced performance of alternative software solution. Additionally there are financial benefits that will accrue in the longer term through entering into an agreement with Microsoft as our preferred supplier.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	19		19		0		0
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All objectives / milestones for the service are currently progressing as planned. Additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	2		2		0		0
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Both remaining objectives indicators are presently on track for completion as planned and are therefore not being reported by exception for this period.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	3		2		1		0
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All 'key performance indicators are presently on track to achieve annual target and additional details are provided within Appendix 4

5.2 Progress Against 'other' performance indicators

Total	9		7		2		0
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The implementation of new process has had a short term negative impact upon two of the remaining indicators for the service. These relate to the resolution of calls to the helpdesk and responsive repairs completed within two days. Additional details are provided within Appendix 3.

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 'key' performance indicators
- Appendix 3 Progress against 'other' performance indicators
- Appendix 4 Financial Statement
- Appendix 5 Explanation of use of symbols



Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure





Milestones	Progress Q 1	Supporting Commentary
Active Directory Phase 3 March 2011		Active Directory is "live" and the majority of devices have been brought into it Only the Contact Centre is currently not in AD however this will be resolved shortly. Servers are being brought into A.D. Policies are being developed for newer servers and operating systems.
End of Life PC Replacement Phase 3 March 2011		PCs continue to be replaced with those that are out of warranty. The bulk of this project is complete.
VM Ware Phase 4 March 2011		More servers continue to be brought into the server farm enhancing the robustness of the ICT support and infrastructure.
Wide area network review/upgrade March 2011		Although work has not yet started activities have been integrated into the 2010 – 11 work plans.
Local area network evaluation March 2011		
Wide area wireless networking March 2011		
Introduction of Voice Over Internet Protocol (VOIP) Services March 2011		VOIP has been installed and is being tested as a proof of concept. Funding is to be agreed in Q2. The use of VOIP provides a means by which telephone calls can be made via the PC. Although there will be initial cost implications the system has the potential to reduce longer term telephony costs for the authority.

Appendix 1: Progress Against 'key' objectives / milestones


Ref	Objective
ICT O2	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure

Milestones	Progress Q 1	Supporting Commentary
352 PC & Laptop replacements March 2011		This is on target for March 2011. This work forms part of the ICT Capital Maintenance Programme
Virtualisation of a further 40 servers March 2011		This is on target.
Desktop virtualisation programme Phase 3 March 2011		Although work has not yet started activities have been integrated into the 2010 – 11 work plans.





Ref	Objective
ICT O3	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform

Milestones	Progress Q 1	Supporting Commentary
Corporate wide share point portal Phase 2 March 2011		Sharepoint is live in a pilot mode within ICT Services with futher deployment opportunities being explored.
Phase 3 rollout Customer Service Delivery March 2011		CSD is being used within HDL, Planning, H&C, CYP, ICT and on the Intranet. The new ICT Structure and Strategies will inevitably offer opportunities for its further deployment to provide efficiency improvements.
ICT Security Strategy review March 2011		This work will be taken forward following the recent appointment of a Divisional Manager.
Code of Connection compliance review March 2011		HBC has received full compliance in June 2010

Appendix 1: Progress Against 'key' objectives / milestones

Evaluate, analyse, deploy corporate and directorate process review March 2011		Ongoing both as individual initiatives and as part of the ongoing Efficiency Programme.
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Ref	Objective
ICT 04	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.

Milestones	Progress Q 1	Supporting Commentary
Continuing improvements and enhancements to CSD system- March 2011		Although work has not yet started activities have been integrated into the 2010 – 11 work plans.
Continuing workflow implementation- March 2011		
Improvement and enhancement of all customer interfaces March 2011		
Continued development of document management and distribution services March 2011		



Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health



<u>ITCLI 1</u>	Average availability of the Council's operational servers (%).	99.43	99	99.08			Additional requirements for CoCo mean servers are taken offline more frequently although high levels of availability and being maintained.
<u>ITCLI 2</u>	Average availability of the Councils WAN infrastructure (%).	99.89	99	99.96%			Again high levels of availability are being maintained which allows consistent and uninterrupted delivery of services / workloads.

Service Delivery

<u>ITCLI 6</u>	Member Support: % of calls responded to within 1 working day	100	95	65.5			The use of the Active Directory has involved changes to processes that in the short term will have a negative impact upon calls received to the Help-Desk. However there are longer term benefits to be gained by the use of the new system that is being rolled out and this will see improvement in performance during the remainder of the year.
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Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	68	65	37.6	?		The use of the Active Directory has involved changes to processes that in the short term will have a negative impact upon calls received to the Help-Desk. However there are longer term benefits to be gained by the use of the new system that is being rolled out and this will see improvement in performance during the remainder of the year.
ITCLI 4	% Of all responsive repairs completed within 2 working days.	88	80	82	?		

Appendix 4 Financial Statement

ICT AND SUPPORT SERVICES**Revenue Budget as at 30th June 2010**

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
<u>Expenditure</u>					
Employees	5,569	1,379	1,325	54	1,325
Premises	7	2	0	2	2
Supplies & Services	1,125	387	308	79	308
Computer Repairs & Software	465	229	233	(4)	309
Communications Costs	175	44	11	33	11
Transport	60	15	13	2	13
Asset Charges	1,142	0	0	0	0
Support Services	0	0	0	0	0
Total Expenditure	8,543	2,056	1,890	166	1,968
<u>Income</u>					
Support Service Recharges	-784	0	0	0	0
Internal Billing	-97	-2	0	(2)	0
SLA to Schools	-97	-7	0	(7)	0
Total Income	-978	-9	0	(9)	0
Net Expenditure	7,565	2,047	1,890	157	1,968

Comments on the above figures

In overall terms spending is currently below the budget to the end of the first quarter.

With regards to expenditure, employee costs are lower than budget due to vacancies within the Administrative Services Department .It is expected that the overall total net spending will be in line with the Departmental budget by the year end.




ICT AND SUPPORT SERVICES**Capital Projects as at 30th June 2010**

Capital Expenditure	2010/11 Capital Allocation	Allocation To Date	Actual Spend To Date	Total Allocation Remaining
	£000	£000	£000	£000
IT Rolling Programme	1,196	132	132	1,064
Net Expenditure	1,196	132	132	1,064

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




Appendix 5 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</u> whether the annual target is on course to be achieved.</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</u> unless there is an <u>intervention or remedial action</u> taken.</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.

Departmental Quarterly Monitoring Report

Directorate: Resources

Department: Organisational Development & Human Resources

Period: Quarter 1 01st April – 30th June 2010

1.0 Introduction

This monitoring report covers the Human Resources Division first quarter period up to 30th June 2010. It describes key developments and progress against key objectives and performance indicators for the service.

The way in which symbols have been used to reflect progress is explained within Appendix 3.

2.0 Key Developments

Following the organisational restructure the first quarter has seen the new H.R & Learning and Development Division establish themselves as the corporate resource for all H.R. and Learning and Development related activity.

The Learning & Development Team, responsible for providing a co-ordinated approach to training for employees, members, school staff and governors, has now published on the intranet an range of information, including an extended training programme, that can be accessed via <http://intranet/documents/training/>

During the course of May, the team also co-ordinated the Investors in People assessment to retain the Investors in People standard, which produced a very favourable report for the Council.

Following the intensive period of recruitment and redeployment during Wave One of the Efficiency Programme, all corresponding payroll changes and revised contractual changes have now been implemented and all Council staffing establishments are now integrated into the Trent system and work continues to ensure its on-going maintenance.

Both the L&D Team and the Employee Services Team have been working closely with colleagues in Adults and Community in preparation for the forthcoming Care Quality Commission inspection in terms of ensuring and evidencing that training activity and safe recruitment is in place.

Sickness absence training has been completed for the majority of managers and is now being rolled out to schools which should positively impact upon absenteeism during the year.

The first module of Manager Self Serve has been implemented on Trent and all managers trained accordingly.

3.0 Emerging Issues

Discussions are being finalised with Halton High School to provide HR and Payroll services to the new Academy as a separate payroll.

Further modules of both manager and employee self serve are being progressed.

Work is on-going with both managers and trade unions in preparation for the H.R implications of the budget cuts and other efficiency savings.


4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	7		7		0		0
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All seven of the key objectives / milestones are progressing as planned and additional information is included in Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	-		-		-		-
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There are no 'other' objectives milestones to be reported for the service.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		2		4		0
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A number of new measures have been introduced for the current financial year and additional details concerning progress are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	-		-		-		-
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There are no other performance indicators to be reported for the service.

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, sourced externally, 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 'key' performance indicators



Appendix 3 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones




Ref	Objective
HROD O1	Review existing establishment and organisational control and information processes to ensure business architecture remains effective and robust.

Milestones	Progress Q 1	Supporting Commentary
Develop and implement electronic management systems of approval and establishment revision by Dec 2010		An analysis of the process requirements has now commenced and work is on target to complete by December 2010.
Implement revised arrangements for ensuring consistency and continuity in financial / structural databases and information systems by Feb 2011 .		Work is currently underway and will be further enhanced by the above electronic system.

Ref	Objective
HROD O2	Improve transactional HR processes through the delivery and extension of manager 'self-serve' systems

Milestones	Progress Q 1	Supporting Commentary
Implement further modules of manager / employee self-serve		The first module of manager self serve has been successfully implemented with further modules are currently being progressed.
Implement workflow system to further exploit efficiency gains through the use of 'Trent' software application		This work will be explored through the Council's Efficiency Programme Wave Two work stream.



Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective	
HROD O3	Enhance existing training and development calendar through the expansion of e-learning opportunities.	
Milestones	Progress Q 1	Supporting Commentary
Establish ICT infrastructure requirements October 2010		Work is in hand to place computers in key locations to enable access to e-learning opportunities.
Deliver pilot project within Adults and Community Directorate by Dec 2010		Pilot will commence in October 2010, once computers are in place
Evaluate opportunities for further development by March 2011		Opportunities for further development will take place with the current provider (Embrace Learning) for the CYP Directorate e-learning requirements. Investigating the possibility of using the Learning Pool e-nable packages. Learning Pool is the only online learning community dedicated exclusively to the public sector. From councils to central government departments, it provides e-learning courses, a managed learning platform and community-led social learning solutions designed to help you drive organisational change, improve service delivery and build capacity – all with increasing efficiency







Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health

<u>ODHR LI 1</u>	The number of working days / shifts lost due to sickness (Corporate)	10.21	9.5	2.63			This measure is subject to seasonal variation. Managers have received training in managing absence which should positively influence this years figure.
<u>ODHR LI 2</u>	Total FTE Establishment	4431	N/A	4373	N/A	N/A	Quarter one figure illustrates an overall reduction in posts from the end of the 2009 – 10 financial year.
<u>ODHR LI 3</u>	Current vacancies	N/A	Baseline established 2010 - 11	81 (exc. schools)	Refer comment		These are new measures for 2010 – 11. The purpose is to monitor vacancies / leavers to establish any trends in order that any developing situation can be managed pro-actively.
<u>ODHR LI 4</u>	Current Leavers	N/A		118			

Fair Access

<u>ODHR LI 5</u>	The percentage of top 5% of earners that are						
	a) women	46.81	45.00	46.85%			Figure slightly ahead of annual target .
	b) From BME communities.	0.86	2.00	0.78%			Figures are presently below annual targeted level. However a small number of people leaving / joining the authority cab have a significant impact upon percentage figures for these measures.
	c) With a disability	2.01	3.30	1.34%			




Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Fair Access cont'd							
<u>ODHR LI 6</u>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.23	1.50	1.22%	?	↑	Figure is slightly above that of the same period last year although presently falling short of annual target.
<u>ODHR LI 7</u>	Minority Ethnic community staff as % of total workforce.	0.77	1.00	0.71%	?	↓	Figures are slightly below same period last year although they remain reflective of the local demographic profile.
<u>ODP LI 8</u>	% Of economically active disabled people in LA area.	13.6	N/A	14.6	N/A	N/A	These measures provide context to the two measures above concerning organisational employment levels of minority groups.
<u>ODP LI 9</u>	Economically active BME population in LA area.	1.0	N/A	1.0	N/A	N/A	




Appendix 3: 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</u> whether the annual target is on course to be achieved.</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</u> unless there is an <u>intervention or remedial action</u> taken.</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.

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Environment & Economy
<u>Department:</u>	Property Services
<u>Period:</u>	Quarter 1 to period end 30 th June 2010

1.0 Introduction

This quarterly monitoring report covers Property Services first quarter period up to 30th June 2010. It describes key developments and progress against 'key' milestones and performance indicators for the service.

The way in which the traffic lights symbols and direction of travel indicators have been used to reflect progress to date is explained within Appendix 4.

2.0 Key Developments

Following organisational restructuring Property Services has now been integrated into the Employment, Economic Regeneration and Business Development Department.

On June 17th 2010 Executive Board received a report from the Strategic Director's, Resources and Environment and Economy with regards the soft market testing exercise which had been carried out in relation to the future delivery of Property Services. Board resolved that as a result of this exercise:-

- That the Property Services function be retained "in-house";
- That a fundamental review of the Council's Property service within its new management arrangements, alongside the development of a shared services option be undertaken
- That the options relating to the cleaning service to be further reviewed.

These issues are currently being addressed and a further report will be taken to Executive Board with regards progress later in the year.

3.0 Emerging Issues

The government announcement with regards the scrapping of the building schools for the future (BSF) project is likely to have implications for the department. If the Local Education Partnership (LEP) does not now go ahead it is likely that workload in the future on the secondary sector will be delivered via the property services department as opposed to the LEP.

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 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	4		3		1		0
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All but one of the key objectives for the service are progressing as planned although there is some uncertainty at this stage as to whether it will be possible to reduce the backlog of maintenance due to required cost reductions. Additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	n/a		n/a		n/a		n/a
--------------	------------	---	------------	---	------------	---	------------

There are no 'other' objectives/milestones relevant to the service.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		3		3		0
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It is presently uncertain as to whether some of the key indicators for the service will achieve their annual target. These relate to occupancy levels of industrial units and Runcorn market and the reduction of CO₂ emissions within the local authority area.

Additional details for all key performance indicators are included within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	9		6		3		0
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Of the remaining indicators for the service two, relating to rent collection and time performance on contract, are being reported by exception this period and additional details are provided within Appendix 3.

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.

9.0 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 use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PS O1	Reduce backlog of maintenance on property portfolio (currently £3.4M).


Milestones	Q1 Progress	Supporting Commentary
£3.2Million March 2011		Condition survey data is currently being updated and once completed this will inform the current level of maintenance backlog. However a reducing maintenance budget is likely to have an adverse impact upon the backlog of maintenance that can be completed.

Ref	Objective
PS O2	Consider and implement Phase Two of the currently approved accommodation strategy using 8 square metres per person as basis.


Milestones	Q1 Progress	Supporting Commentary
1st Floor Municipal to commence in spring 2010 and complete in early 2011		Works have now commenced and are running to programme.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PS O3	Fulfil requirements of Asbestos Audits and Management Regulations.

Milestones	Q1 Progress	Supporting Commentary
Confirm 100% compliance March 2011		Currently on target to carry out updated asbestos surveys during the year

Ref	Objective
PS O4	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum).

Milestones	Q1 Progress	Supporting Commentary
Complete review & update of surveys March 2011		Currently on target to carry out review and update of access audits to establish remaining priorities in the future.



Appendix 3: Progress Against 'key' performance indicators


Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>PYSLI 3</u>	Occupancy of Industrial Units	77	90	79			Although occupancy levels in Widnes market remain extremely positive the current trading environment and economic climate continue to affect this area of operations and the achievement of some annual targets remains uncertain.
<u>PYSLI 5</u>	Occupancy of Market (Widnes) %	78	86	96			
<u>PYSLI 7</u>	Occupancy of Market (Runcorn) %	61	65	46			
<u>NI 185</u>	CO ² Reduction from LA operations	N/A	-				Information in relation to emissions is still in the process of being compiled and is not yet available. However it is anticipated that there will be an annual percentage reduction over the preceding year's figures and further information will be provided as soon as this becomes available.
<u>NI 186</u>	Per capita reduction in CO ² emissions in the local authority area	N/A	11.1% reduction				
<u>NI 194</u>	Air quality - % reduction in NO _x and primary pm10 emissions through local authority estate and operations	N/A	-				

Appendix 4: Progress Against 'other' performance indicators




Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------

Cost & Efficiency							
PYSLI 4	% Of rent collected as % of rent due (Excluding bankruptcies and the like) (Industrial units)	87	95	92.2%	?		The present economic climate continues to have an adverse impact upon performance. The situation is being closely monitored and all appropriate actions are being taken to recover all monies due.
PYSLI 8	% Of rent collected as % of rent due Runcorn market	88	95	88	?		

Service Delivery							
PYSLI 13	Time performance on projects over £ 50 K (Contract let to practical completion within a margin of 5% - excluding Client changes)	92	92	75	?		Of four projects 3 were completed within the timeframe the 4 th being delayed due to the contractor going into liquidation.




Appendix 5: 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.

Departmental Quarterly Monitoring Report

Directorate: Adult and Community Directorate

Department: Catering and Stadium Services

Period: 1st April 2010 – 30th June 2010

1.0 Introduction

This quarterly monitoring report covers the Catering and Stadium Services first quarter period up to 30th June 2010. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which RAG symbols and Travel Indicator symbols have been used to reflect progress to date is explained in Appendix 8.

2.0 Key Developments

THE STADIUM

St Helens RLFC

A formal announcement has now been made that St Helens RLFC will be playing all their games at the Stadium for the 2011 Super League season whilst a new ground is being built for them with a completion date of around October 2011.

These games will generate considerable income for the Stadium as the Saints have an average attendance of over 9,000 per game, this influx of people every other week will have a significant effect on the local economy. It has been agreed that barring Sky televised games they will play on a Sunday with a 3.00pm kick off.

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 by one of Super Leagues "Big 5" teams. It is felt that this decision by will only help cement the Super League Licence application by Widnes Vikings in the Spring of 2011.

TESCO interviews

The management of TESCO have been very complimentary about the support offered by HBC and the excellent facilities at the Stadium. The initial interviews for the new TESCO development are now complete, the joint arrangement between the Council and TESCO have been commented on by TESCO as being an "excellent model".

Everton Ladies FC

An approach has been made to the Stadium from Everton Ladies FC to play a number of games here next season (2010/11).

A new "Ladies Super League" is being introduced, sponsored by ESPN that will see them compete at a professional level with a further 8 clubs, a number of these matches will be televised and a site visit has taken place.

Challenge Cup Semi-Final

The Stadium will again play host to Warrington Versus Catalans on 8th August for one of the Challenge Cup Semi-Finals, The RFL only play a handful of matches at "neutral" grounds and the Stadium has been chosen, for the 2nd year running, which speaks volumes for the high regard it is held in by the RFL.

Over 10,000 spectators are expected to attend the match which is being screened live by the BBC.

Children of Halton Sing

The annual festival of music was held here at the Stadium for the first time, over 1,200 children from 47 schools performed in the West Stand a medley of numbers, the event was attended by over 2,000 Parents and guests.

Twilight Walk

Halton Haven organise this annual event which is the main fund raiser for the Hospice, this year the 600+ walkers left the Stadium and walked to Runcorn Town Hall and back. This event raises much needed funds for the Hospice and was hailed a major success and the organisers have booked the Stadium for next year and the Stadium is pleased to be a major partner in this event.

Wedding Fayres

The Stadium has gained the reputation as the number one venue for Wedding Fayres in the area.

We have over 40 exhibitors booked for the next event here in October and have already received a number of enquiries from the public.

Christmas Events

The Christmas Party Packages for 2010 have been released, and it is anticipated that numbers will exceed those of last year.

Events have been organised including:- Senior Citizens Christmas Lunches, Buffet style Party Nights, Carvery Dinner Dances, Themed Party Nights (in the Marquee Suite)

These events can account for as much £120,000 in revenue over the Festive period.

Stadium Fitness

Children's Activities

A range of Junior activities have been introduced into the West Stand area, these initiatives are proving popular and are having a positive effect on user numbers, they include:-

Junior Table Tennis (PESSCL) Saturday mornings 10am – 12pm

Junior Fitness Sessions 11yrs – 16yrs Saturday afternoon 2pm – 4pm

Family Gym Sunday Mornings 10am – 12pm

Family Table Tennis Monday evenings 7pm-8pm

Karate Tuesday, Wednesday & Friday evenings.

Crèche sessions 2 hours each day

Cheeky Monkeys (Toddler Group) Tue & Thursday

Last month we held the annual clubs for young people Table Tennis competition this was the third year running, youth clubs and schools from all over Great Britain spent the day at the Stadium. The Mayor of Halton also attended to present awards to the youngsters.

Alive N Kicking is a group for 14 – 19 year olds who are concerned about their weight, they can join a six week programme developed to build confidence and lead a more healthy active life.

New Initiatives

Ladies Kick Fit Classes

Ladies only kick fit class started in June this has become very popular already, the class is a self defence/ exercise session using punch bags and gloves. We are looking at buying boxing gloves to sell on our reception.

Hypnotherapy Classes

Horizon Hypnotherapy is a new additional service at Stadium Fitness, Bob Wheat a certified hypnotherapist has sessions to help stop smoking, lose weight, reduce stress etc.

New Shoots – healthy food initiative

New Shoots Halton is a fruit and vegetable project run by neighbourhood management this club has been running now since March with new members joining each week. Fruit, Vegetables and Salad are priced at £3.00 a bag, all orders must be placed a week in advance.

Numbers have grown to such an extent that this initiative is to be “rolled out” to other areas within Halton, the packs, previously made in St Helens will now be made at the Stadium and distributed to other areas in Halton.

Older Adults

A number of initiatives have proved popular with our older adult community these include:-

Twice weekly Bingo sessions, Table Tennis Wed & Fri (Healthy Hearts Initiative)
Sequence Dancing Tuesdays, Chair Based Exercise Thursdays

General Fitness Membership

Current	Full Members	780
	HLC	120
	Casual	1603

SCHOOL MEALS

Review of Bread, Milk, Fruit & Vegetable Contracts

The above contracts were all reviewed; previously the Bread and Milk were separate from the Fruit and Vegetable. In order to make savings and reduce the number of deliveries to kitchens 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.

There has been an improvement on the quality, and the reduction in delivery vehicles has been welcomed by schools.

Theme Days

The world cup tournament gave schools the opportunity to provide a wide range of themed menus from various countries and make school lunch fun.

We also gave all the schools the opportunity to have a world cup party picnic served in a novelty box.

Unfortunately we had to change this to an end of year party picnic due to England’s lack of progression.

School Food Trust Survey Results

The school food trust announced the results of their annual survey in July.

The Primary National Uptake has gone from 39.3% to 41.3 %

The Secondary National Uptake has gone from 35.0 % to 35.8 %

Halton's Primary Uptake has gone from 43.33% to 46.38 %

Halton's Secondary Uptake has gone from 46.9% to 48.75 %

The average school lunch prices were increased by 3%, £1.83 Primary and £1.94 in secondary schools, Halton's meal price went from £1.90 to £2.00 for both Primary and Secondary, this charge puts Halton as one of the highest not just in the North West but in the Country.

OTHER CATERING

There are three people working for the service introduced by Halton People in to jobs, they are working in various locations gaining work experience at:-

Halton Lea, the Stadium and The Brindley.

Victoria Park Café Bar will be undergoing refurbishment within the next few weeks, it is likely to take about 3 weeks and as an interim measure the ice-cream Kiosk will be opened. .

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.

3.0 Emerging Issues

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 loses in this area.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	0		0		0		0
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There are no key objectives/milestones to report.

4.2 Progress against ‘other’ objectives / milestones

Total	16		14		2		0
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5.0 Performance indicators

5.1 Progress Against ‘key’ performance indicators

Total	0		0		0		0
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There are no key performance indicators to report.

5.2 Progress Against ‘other’ performance indicators

Total	15		13		2		0
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6.0 Risk Control Measures

Where a Key Service Objective has been assessed and found to have an associated ‘High’ risk, progress against the application of risk treatment measures will be reported in quarters 2 and 4

7.0 Progress against high priority equality actions

Any high priority equality actions identified by the service will be reported in quarters 2 and 4

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, sourced externally, 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 Progress against risk control measures
- Appendix 6 Progress against High Priority Equality Actions
- Appendix 7 Financial Statement
- Appendix 8 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.



Milestones	Progress Q 1	Supporting Commentary
Identify areas for improvement in line with the Business Plan and Marketing Plan. (This will drive the development of milestones for 2011/12). Oct 2010. (AOF2)		<p>Due to the recent 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> <p>Although a number of areas are still causing concern (mainly Stadium Fitness and The Sports Bar), progress is being made.</p>
Develop new, user friendly, interactive, Stadium website, Dec 2010 (AOF7)		Significant progress is being made and this target date will be achieved.

Ref	Objective
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution

Milestones	Progress Q 1	Supporting Commentary
Review and identify areas for improvement in line with the Business Plan and Marketing Plan. Oct 2010.		See commentary in SH1 above
Host a wedding fayre in Oct 2010 and Feb 2011 and a business fayre in Jul 2010.		As outlined in the main body of the report a Wedding Fayre is planned for October this year.





Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 1	Supporting Commentary
Develop a strategy and action plan to increase the uptake of free school meals. July 2010.		A formal strategy is at the advanced stage that will help market this particular sector of the business.
Conduct a monthly benchmarking exercise that compares individual school performance. Good performance to be investigated and shared with all schools and producing individual School Action Plans including independently run schools. Mar 2011.		Ongoing.




Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
SH 1	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.



Milestones	Progress Q 1	Supporting Commentary
<i>Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sep 2010. (AOF2)</i>		A number of visits are planned across all three sites for September/October. On target to be achieved.
<i>Measure customer satisfaction with Stadium Community Services. Jan 2011 (AOF2)</i>		On target to be achieved
<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. Quarterly. (AOF6 & 7)</i>		A number of initiatives have been outlined in the main body of this report, further community use is planned for the coming months.
<i>Formulate proposals for events linked to the Football World Cup bid 2018/22 and the Rugby World Cup 2013. Mar 2011. (AOF2 & 7)</i>		A number of meetings have taken place and the formal bid has been submitted.

Appendix 2: Progress Against 'other' objectives / milestones


Ref	Objective
SH 2	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution

Milestones	Progress Q 1	Supporting Commentary
<i>Implement Social Club action plan designed to improve profitability, April 2010</i>		Significant progress has been made which includes a minor refurbishment and improved membership uptake.
<i>Continue to develop promotional strategy to attract a minimum of 6 large corporate events annually to the Stadium (new Marquee Suite) Mar 2011.</i>		The Marquee Suite has attracted a large number of enquiries with over 12 functions taking place in 2010.
<i>Review alcohol consumption on to the seated area of the Stadium for Rugby matches (it is not permitted for football matches) June 2010</i>		Formal approval of the Safety Team to continue indefinitely with this initiative was given at the last Safety team meeting







Ref	Objective
SH 3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 1	Supporting Commentary
<i>Deliver a promotion and educational campaign Sep 2010 and Jan 2011.</i>		A full promotion has been planned for the Pupils return to school in September.
<i>Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption Sep 2010.</i>		To enable this to happen, significant funds are required from either the school or/and the Authority, in the present financial climate neither is likely.

Appendix 2: Progress Against 'other' objectives / milestones







<i>Develop effective joint working and agree funding, with the PCT to address childhood obesity, Sep 2010.</i>		There is uncertainty about this project due to funding issues in the current economic climate.
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Appendix 3: Progress Against 'key' performance indicators













Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
	No Indicators	-	-	-	-	-	
Cost & Efficiency							
SH 1	No. Of meals served versus hourly input of labour (Previously SH LI5)	8.52	8.75	8.66			Although P1 is slightly below target accounting for seasonal variations this target will be achieved this year.
Fair Access							
	No Indicators	-	-	-	-	-	
Quality							
	No Indicators	-	-	-	-	-	
Service Delivery							
SH 7	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools fully compliant.
SH 8a	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	73.73	78	78.68			Exceeding target.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery cont'd							
SH 8b	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	66.91	67.5	71.54			Exceeding target.
NI 52a	Take up of school lunches (%) – primary schools	46.38	48	46.94			Although the uptake for P1 is slightly below target it is in-line with seasonal variations and should be achieved this year.
NI 52b	Take up of school lunches (%) – secondary schools	48.75	49	47.23			Although the uptake for P1 is slightly below target it is in-line with seasonal variations and should be achieved this year.

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
	No Indicators	-	-	-	-	-	
Cost & Efficiency							
SH 2	Turnover of the Stadium (£m's) (Previously SH LI16)	2.00	2.10	.551			On target.
SH 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	10.46	10.70	2.97			Although slightly less than budget, this figure is in line with P1 last year.
Fair Access							
SH 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	19	22	18			On schedule to exceed target.
Quality							
SH 5	Number of catering staff achieving a formal qualification (previously SH LI3)	12	10	12			A number of catering staff have achieved a formal NVQ at level 1 & 2, the target of 10 has already been exceeded.
SH 6a	Food cost per primary school meal (pence) (Previously SH LI22a)	69	72	73			Although the food cost for P1 is slightly higher than anticipated (1p per meal) it is within a manageable variation.
SH 6b	Food cost per secondary school meal (pence) (Previously SH LI22b)	90.45	92	84			Exceeding target.

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
SH 9	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	670	680	170			On target.
SH 10	Uptake of the Halton Leisure card scheme (Previously SH LI11)	270	300	136			On target.
SH 11	Average number of healthy food initiatives per school (Previously SH LI18)	8	7	6			Exceeded target.

Appendix 5: Risk Control Measures

Ref	Risk Identified	Treatment Measure	Progress	Supporting Commentary
H 1	Cost of using the Stadium to disadvantaged/community groups	<p>Ensure all community user groups are made aware of discounts available (off peak use, out of core hour use etc)</p> <p>Work closely with Sports Development Team to actively promote the HLC to all low-income/community user groups</p>		Stadium Management Team
	Lack of knowledge of the benefits of the Halton Leisure Card	<p>Work closely with Sports Development Team to actively promote the HLC to all low-income/community user groups</p>		Stadium Management Team
	Lack of understanding of what is on offer for all age/gender groups within the Stadium	<p>Advertise, market and promote all Stadium facilities, liaise closely with Sports Development Team and Corporate Communications/Marketing Team to source any additional funding for specific targeted groups (under 16's, Woman's self defence, weight management etc.)</p>		Stadium Management Team/Sports Development Team

Appendix 5: Risk Control Measures

Ref	Risk Identified	Treatment Measure	Progress	Supporting Commentary
SH 2	Competitors offers	Stadium Management must be continuously aware of any offers or promotions being advertised by a range of competitors, and match (where practicable).		Stadium Management Team/Corporate Marketing Team
	Condition of rooms/facilities	It is paramount that the Stadium maintenance and improvement plan is continued, in the Hospitality Industry new and innovative systems are continually being introduced. The Stadium must not just keep pace with them but be at the fore-front of them.		Stadium Management Team/Corporate Marketing Team
	Poor customer service	Poor customer service is the single most common reason for the lack of retention in this Service Area, continual staff development and training will ensure we remain at the cutting edge.		Stadium Management Team/Front line staff

Appendix 6: High Priority Equality Actions

Ref	Service Area	High Priority Action	Progress	Supporting Commentary
	There are no High Priority Equality Actions.			

Appendix 7 Financial Statement

STADIUM & CATERING SERVICES DIVISION Revenue Budget as at 30th June 2010

	Annual Revised Budget £000	Budget to Date £000	Actual To Date £000	Variance To Date £000	Actual Including Commitments £000
Employees	3,782	958	999	(41)	1,001
Premises Support	18	0	0	0	0
Other Premises	313	92	88	4	221
Food Provisions	538	134	97	37	98
Bar Provisions	284	71	83	(12)	89
Supplies & Services	2,259	568	475	93	506
Transport	173	43	41	2	41
Central Support Services	13	3	4	(1)	4
Other Agency Costs	1	0	1	(1)	1
Asset Charges	660	165	165		165
Total Expenditure	8,041	2,034	1,954	81	2,126
Sales Income	-3,697	-924	-904	(21)	-904
Fees & Charges Income	-429	-124	-106	(18)	-106
Rents Income	-50	-6	-6	0	-6
HBC Support Costs Income	-123	-31	-31	0	-31
Government Grant Income	-200	-50	-50	0	-50
Reimbursements & Other Grant Income	-17	-4	-7	3	-7
Internal Fees Income	-2,126	-532	-505	(27)	-505
Total Income	-6,642	-1,671	-1,608	(63)	-1,609
Net Expenditure	1,399	363	345	18	517

Comments on the above figures:

In overall terms revenue spending at the end of quarter 1 is £ 18,000 under the budget profile for the year so far.

The main areas under budget profile are Food provisions and supplies and services. This is due to Meals on Wheels incurring a lower than proportionate spending pattern and some large budgets for repairs, equipment and advertising not incurring a proportionate spend for the quarter.

Spending is higher in Bar provisions, and Sales and fees incomes. Bar provisions have incurred higher than average spending and lower than usual income, both adding to the variance.

Internal fees for Civic Catering are also showing lower than proportionate income received so far.




In most cases spending and income patterns are consistent with quarter 1 of 2009/10.

Capital Budget as at 30th June 2010

	2010/11 Capital Allocation £000	Allocation To Date £000	Actual Spend To Date £000	Allocation Remaining £000
Minor Works	30	8	8	22
Total Spending		8	8	22




Appendix 8 Explanation of Symbols
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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.

REPORT TO: Corporate Services Policy and Performance Board

DATE: 7 September 2010

REPORTING OFFICER: Strategic Director Resources

SUBJECT: Sickness Absence

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1. To report on attendance management and interventions introduced to assist managers in effectively managing employee absence.
- 1.2. To report on interventions planned for 2010/11.
- 1.3. To report on average days lost, due to sickness absence, per employee in 2009/10 and 2008/09.

2.0 RECOMMENDED: that the contents of the report be noted.

3.0 ATTENDANCE MANAGEMENT AND INTERVENTIONS 2009/10

- 3.1. Over 200 managers (non schools) attended the Attendance Management training in 09/10. The training was positively received and it is now built into the Corporate training Calendar.
- 3.2. The Employee Welfare Advisers have attended Directorate Management Teams over the last twelve months on a monthly basis, to provide information on levels of absence, reasons, and costs and to provide advice on any problem areas.
- 3.3. The Employee Welfare Officers have also worked closely with managers, across the Authority, to reduce sickness absence including the resolution of a number of long term sickness absence cases.
- 3.4. From April 2010 People Manager, on Trent Absence Module, has gone live and Managers now directly input the sickness absence of their staff. All managers attended the relevant training and were made aware that their input has a direct impact on an individual's pay and in information required for statistical returns. Managers now have access to sickness absence electronically and can run reports regarding length of absence and absence patterns which will assist them in managing an employee's attendance.

4.0. INTERVENTIONS PLANNED 2010/11

- 4.1. Refresher training will now be rolled out to schools from September 2010. The Employee Welfare Adviser will deliver the training programme either on an individual school basis or to a cluster of schools. Although this will be a lengthy process it is important that all Headteachers/Managers in schools are trained in attendance management to ensure that they can apply the Managing Absence Policy rigorously and in turn reduce sickness absence.
- 4.2. The Employee Welfare Advisers will continue to attend Directorate Management Teams in the forthcoming financial year to provide information on levels of absence and offer advice/support as required.
- 4.3. In order to build on the support/advice given to managers in 2009/10 monthly HR surgeries will start to be introduced across all directorates, extending the current system operating in Children and Young People's Directorate. Divisional Managers and their managers will attend the surgery with the Employee Welfare Adviser to discuss any current employment issues, including sickness absence. Attendance at the surgeries will increase managers' knowledge and ultimately increase confidence when dealing with staff related issues, including sickness absence.
- 4.4. Further training on managing short term absence will be rolled out to managers via the HR surgeries in 2010/11.

5.0. SICKNESS DATA

- 5.1. The total number of working days lost due to sickness absence, per employee in 2009/10 was 10.21 as compared to 13.50 days in 2008/09. A reduction of 3.31 days per employee. The breakdown for each directorate is set out below:

Directorates	% absence 2008/09	% absence 2009/10
Corporate & Policy	5.26	3.96
Environment	7.06	4.04
Health & Community	6.09	4.67
CYP non schools	4.07	4.33
Primary Schools	3.80	3.06
Secondary Schools	4.18	3.50

- 5.2. Long term sickness absence is included in the overall calculation of working days lost due to sickness. Managers across all directorates are continuing to actively monitor employee absence and with the support of the Employee Welfare Advisers have successfully resolved a number of long term sickness cases throughout 2009/10.
- 5.3. Absences between 1-7 days account for approximately 77% of overall absence. This mirrors national trends. Further training on managing short term absence will be rolled out to managers via the HR surgeries in 2010/11.
- 5.4. The number of working days lost, due to sickness absence, per employee, for the whole year 2009/10 is 10.21 as compared to 13.52 08/09. A reduction of 3.31 days per employee from 2008/09.
- 5.5. The reduction is due to the hard work of both managers and the Employee Welfare Advisers, supporting employees and working together, over the last financial year to address attendance management. This successful partnership will continue during 2010/11 and the focus will now be extended to schools to ensure that the number of days lost due to sickness absence continues to reduce.
- 5.6. In the next two weeks the sickness data for the 1st quarter of 2010/11 will be reported to Management Team.

6.0 POLICY IMPLICATIONS

- 6.1 As we continue to monitor sickness absence across the Authority the Sickness Absence Policy is currently being reviewed to ensure absence is managed effectively.

7.0 OTHER IMPLICATIONS

- 7.1 None.

8.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

8.1 Children and Young People in Halton

Sickness absence reduces the resource available to the Council to apply to its priorities.

8.2 Employment, Learning and Skills in Halton

Sickness absence reduces the resource available to the Council to apply to its priorities.

8.3 A Healthy Halton

Sickness absence reduces the resource available to the Council to apply to its priorities.

8.4 A Safer Halton

Sickness absence reduces the resource available to the Council to apply to its priorities.

8.5 Halton's Urban Renewal

Sickness absence reduces the resource available to the Council to apply to its priorities.

9.0 RISK ANALYSIS

9.1 Failure to monitor absence levels and trends may lead to increased levels of ill health and appropriate support may not be given to employees. There is a cost to the Council of any sickness absence and this reduces the resource directed to its priorities.

10.0 EQUALITY AND DIVERSITY ISSUES

10.1 It is important that all employees are treated equally and fairly with regard to their sickness absences and within the policies and procedures laid down by the Council.

11.0 FINANCIAL IMPLICATIONS

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

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

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