



Corporate Policy and Performance Board

**Tuesday, 6 September 2011 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 Chris Loftus	Labour
Councillor Angela McInerney	Labour
Councillor Ged Philbin	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Linda Redhead	Liberal Democrat
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, 1 November 2011*

**ITEMS TO BE DEALT WITH
IN THE PRESENCE OF THE PRESS AND PUBLIC**

Part I

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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.	
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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 Policy & Performance Board

DATE: 6 September 2011

REPORTING OFFICER: Strategic Director – Policy & 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: 6 September 2011
REPORTING OFFICER: Chief Executive
SUBJECT: Executive Board Minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Executive Board and Executive Board Sub are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

APPENDIX 1

Extracts of Executive Board and Executive Board Sub Committee Minutes that are relevant to the Corporate Policy and Performance Board

EXECUTIVE BOARD MEETING HELD ON 16 JUNE 2011

11	REVIEW OF POLLING DISTRICTS & POLLING PLACES
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The Board received a report of the Strategic Director, Policy and Resources on the Review of Polling Districts and Polling Places.

The Board was advised that the Electoral Administration Act 2006 introduced a statutory duty for local authorities to carry out a review of their parliamentary Polling Districts and Polling Places by 31 December 2007 and every four years thereafter.

The Board was advised that the last formal review of Polling Districts and Polling Places was undertaken in 2007. Since that time, Polling Stations had been reviewed at election times by the Returning Officer, and where changes had been necessary, Ward Members had been consulted and changes made.

The report detailed the three stages of review; the Preliminary Stage, the Proposal Stage and the Consultation Stage. Following the Consultation Stage, the Authority must make its final decisions on the review, taking into account all the representations received. This would need full Council approval before the publication of the Register of Electors on 1 December 2011.

RESOLVED: That

- 1) authority be given for the publication of the notice of the Polling Districts and Polling Places Review; and
- 2) a Working Party of 6 Members (4 Labour, 1 Liberal Democrat and 1 Conservative) be appointed to undertake the review of Polling Districts and Polling Places, following consultation, as required by the Electoral Administration Act 2006 and to make recommendations to Executive Board.

EXECUTIVE BOARD MEETING HELD ON 30 JUNE 2011

17	CHANGES TO PROCUREMENT STANDING ORDERS
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The Board received a report of the Strategic Director, Policy and Resources, on proposed changes to Procurement Standing Orders.

The Board was advised that, as part of the Council's Procurement Strategy, the Procurement Division had been actively seeking new ways to improve procurement practice across the Council.

Current Procurement Standing Orders state differing thresholds of spend to allow officers to procure goods, services and works. The thresholds were detailed in the report and were:

- Up to £1000: Advisable for quotations to be sought;
- £1,001 - £50,000: Must seek three quotations via the Chest (Due North) E sourcing system; and
- £50,001 - £1M: Must follow a formal tender process and in line with EU Public Procurement Contract Regulations in terms of the Official Journal of the European Union (OJEU) requirements. (Thresholds £156,442 goods and services and £3,927,260 works).

The Board was advised that it was proposed to change the thresholds from £50,000 to the OJEU threshold for goods and services of £156,442. This would mean that for contracts between £1,001 and £156,442, that the three quotation process via the Chest would be used in future. By moving this threshold it would allow both officers in Directorates and the Procurement Team the ability to take a less bureaucratic process to seek quotations via the Chest rather than follow a formal tender.

RESOLVED: That Council be recommended to approve the changes to Procurement Standing Orders as set out in Appendix 1.

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 26 MAY 2011

2	TREASURY MANAGEMENT 2010-11 Q4 (JAN – MARCH)
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The Sub-Committee received a report of the Operational Director, Finance on the Treasury Management 2010/11 4th Quarter (January to March) which updated the Sub Committee on activities undertaken on the money market as required by the Treasury Management Policy.

The report provided supporting information on the economic forecast, short term investment rates, longer term investment rates, temporary borrowing/investments, investment income forecast, longer term borrowing/investments and policy guidelines. The Sub-Committee noted that all investments had been within policy guidelines.

RESOLVED: That the report be noted.

3	INSURANCE TENDER
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The Sub Committee received a report of the Operational Director, Finance on the tender evaluation process recently undertaken by the Council's appointed insurance broker, Aon.

The Sub Committee was advised that the Council's insurance programme had expired on 31 March 2011 and a formal tender exercise had been conducted under EC Procurement Procedures. In accordance with Procurement Standing Order 2.11, the Operational Director, Finance had accepted the successful tenders.

The report provided information on the tenders received and the amendments to the Council's insurance programme. It was noted that following advice from Aon, cover for Terrorism had been added to the programme.

The Sub Committee noted that the contracts had been awarded on a three year basis, with an option to extend for a further two years. In addition, under the contract with Travellers, the Council would receive five free risk management consultancy days each year.

RESOLVED: That the following be noted:

- 1) the tenders had been accepted;
- 2) the names of the various tenderers;

- 3) the amounts of the tender figures; and
- 4) the changes to the Council's insurance programme.

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 30 JUNE 2011

12	DISCRETIONARY NON DOMESTIC RATE RELIEF
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The Sub-Committee received a report of the Strategic Director, Policy and Resources which sought Members' consideration of two applications for discretionary rate relief, under the provisions of the Local Government Finance Act 1988.

The Sub-Committee was advised that under the provisions of Section 47 of the Local Government Finance Act, 1988, the Authority was allowed to grant discretionary rate relief to organisations that were either a charity or a non-profit making organisation. This relief may also be awarded to Community Amateur Sports Clubs. A summary of the applications was outlined within the report and a list of the associated figures was included.

RESOLVED: That

- 1) under the provisions of Section 47, Local Government Finance Act 1988, discretionary rate relief be granted to the following organisation at the percentage indicated, for the period from 1st April 2011 or the commencement of liability, whichever is the later, 31st March 2013:

Halton District Citizen Advice Bureaux Service 20%

- 2) in respect of the following organisation, it was also recommended that they should be granted discretionary rate relief for the backdated element of the charge from 1st April 2010 or the commencement of liability, whichever is the later:

Halton District Citizen Advice Bureaux Service 20%

- 3) under the provisions of Section 47, Local Government Finance Act 1988, the following application for discretionary rate relief be refused:

National Council of Young Men's Christian Associations (Incorporated) 20%

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 15 JULY 2011

21	2010-11 FINANCIAL OUTTURN
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The Board considered a report which reported the final revenue and capital spending position for 2010/11.

The report advised that the final accounts for 2010/11 were now complete and the revenue spending position for each department, subject to external audit, was set out in the appendix to the report.

It was noted that the Council had closely monitored and controlled its spending throughout the year and total spending had a overall net underspend of £120,000 for the year.

In addition, the Board was advised that staffing expenditure was significantly below budget across the Council, as posts were held vacant in order to assist in meeting the underspend targets set for each Directorate. In the main these posts had now either been filled or been used as savings for the 2011/12 budget, and therefore the position was not likely to be repeated. The economic downturn continued to have an impact upon the Council's finances, with shortfalls in income in a number of areas.

With regard to the Council's Reserves and Balances these had been reviewed in accordance with the Reserves and Balances Strategy. Total revenue spending for the year was £120,000 below budget (compared to £489,000 in the previous year). However, during the year unexpected Area Based Grant income of £72,000 was received and therefore as a result the Council's General Balances now stood at £7,367,000, an increase of £192,000 from the previous year.

It was reported that during the year a target was set for each Directorate to underspend its budget by £0.5m in order to create a Transformation Fund of £2m. This had been achieved and the Fund was intended to meet these costs associated with the structural changes which the Council needed to make in order to balance its budget and shape the way it delivers services. In March 2011 redundancy costs totalling £738,000 had been met from the fund in 2010/11, leaving a balance of £1,262,000.

In addition, Members received a summary of capital spending against the 2010/11 Capital programme. It was noted that Capital spending totalled £43m which was £7.7m below the revised Capital programme of the £50.6m. The main areas of significant slippage were in respect of Landfill Tax Credits, Castlefields Regeneration and Widnes

Waterfront. The Capital Programme had been reviewed in line with the resolution regarding the proposed development of the former Runcorn market. Despite capital receipts not being generated as quickly as expected, funding up to £750,000 could be made available. However, further capital projects would need to have their own funding in place to be able to be incorporated in the Capital programme.

Arising from the discussion it was suggested that consideration be given to more regular financial report monitoring. It was agreed that this would be considered in consultation with the Resources portfolio holder.

RESOLVED: That the report be noted.

REPORT TO: Corporate Services Policy and Performance Board
DATE: 6 September 2011
REPORTING OFFICER: Chief Executive
SUBJECT: Halton Strategic Partnership Board minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATION: That the Draft 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, 1 June 2011 at the Council Chamber,
Runcorn Town Hall**

Present:

Board Members:	Councillor Rob Polhill	HBC
	(Chairman)	
	Rev. Ray Jones	Faith Communities
	Mike Fry	Community Empowerment Centre
	Councillor Dave Cargill	Police Authority
	Noel Sharpe	Halton Housing Trust
	Richard Strachan	Cheshire Police
	G O'Rourke	Cheshire Fire and Rescue Service
	Dimpna Edwards	Deputy Director Public Health
	S Yeoman	Halton & St Helens VCA
	Mr J Wilson	NHS Halton and St Helens
	John Rigby	Ormiston Bolingbroke Academy
	M Hankinson	JCP
	K Fallon	Bridgewater Community NHS

Advisors to the Boards

David Parr	HBC
E Carter	HBC
Shelah Semoff	HBC
Ann McIntyre	HBC
Wesley Rourke	HBC
Hazel Coen	HBC
Alan Graham	HBC
Iain Bisset	HBC
N McSweeney	HBC
L Driscoll	HBC
Lynn Derbyshire	HBC

Apologies for Absence: N Atkin (substitute - N Sharpe), Councillor Hignett, G Meehan (substitute - A McIntyre) T. Parle, B. Edwards, D Sproson, M. Sheehan, A Burgess and P. Cain

1 MINUTES OF THE LAST MEETING & MATTERS ARISING

The minutes of the meeting held on 2 March 2011 having been printed and circulated were agreed as a correct record.

2 INDEX OF MULTIPLE DEPRIVATION 2010

The Board received a presentation from Mr N McSweeney which:-

- Explained the background to the Index of multiple deprivation 2010 and the seven domains as follows:-
 1. Income
 2. Employment;
 3. Health and Disability;
 4. Education and Skills Training;
 5. Barriers to Housing Services;
 6. Crime; and
 7. Living environment;
- Outlined that it was available at a Local Authority Level – 2010 represented 2008 data and 2007 data represented 2005 data;
- Highlighted that there had been a slight improvement in 2007 re the deprivation being ranked at 29th out of 326 as compared to 26th in previous years;
- Outlined the national comparisons of deprivation;
- Gave an overview of each domain and a comparison across the Halton wards; and
- Highlighted the key messages and that Halton's position regarding the data had remained the same.

The following comments arose from the discussion:-

- It was noted that the deprivation data re the Halton Castle Ward had not improved re deprivation even though there had been a significant investment in the area. It was also noted that the IMD compared all output areas and there had been an improvement across the country which could explain the reason for the data in respect of the Halton Castle Ward not showing an improvement;
- It was noted that there had been a slight narrowing of the gap in respect of income and employment since 2008.

RESOLVED: That

- (1) the presentation and comments raised be noted; and
- (2) Mr Neil McSweeney be thanked for his informative presentation.

3 NAMED CHAMPIONS

The Board considered a report which presented an updated Action Plan for Future Partnership Working and requested nominations for Named Champions.

The Board was advised that at their last meeting they had discussed the action plan that was developed after the Development Workshop held in January 2011. This action plan had been developed to help pave the way for a Governance review of the Partnership and had a number of recommended improvement points and “hot topics” for partnership working.

The review which had been undertaken as part of the Development Workshop had shown that Partners felt there were mature and confident working arrangements in Halton, with positive relationships that needed to continue and grow. However it was important to these to ensure the Partnership stayed fit for purpose within the changing environment.

The Board was further advised that Appendix A listed the recommended actions in the following two categories:-

- Strategic Improvements – Revising the focus of the Partnership; and
- Process Improvements – Enhancing the way business is conducted.

Board members were asked to volunteer to act as champions to deliver specific actions within the Action Plan and to take ownership of the work that would be progressed under these actions, with support from appropriate colleagues across the wider partnership.

The Chief Executive of Halton Borough Council had put his name forward for the Resource Mapping action (S2). In addition, the Board was advised that Mr T Parle had volunteered to be a named champion on Priority 3 (Communications Across the Virtual Organisation) or Priority 4 (Community Engagement and Accountability).

The Chairman encouraged the Board Members to nominate themselves for the remaining actions.

RESOLVED: That

- (1) The updated HSP Development Day Action Plan as attached as Appendix 1 to the report be approved; and
- (2) Board Members volunteer to be champions with responsibility for improvement.

4 ENHANCED PARTNERSHIP WORKING : LOCAL IMPROVEMENT ADVISOR PROJECT

The Board considered a report which introduced the Enhanced Partnership Working - Local Improvement Advisor (LIA) Project. The origin of the project was the HSP Board’s January 2011 development day and the subsequent action plan approved at the last Board meeting.

DRAFT

The Board was advised that the project would assist with the delivery of the Strategic Improvement Priorities S2 (Resource Mapping) and S3 (Work Programme) contained in the action plan. The action plan formed the previous agenda item.

The Board was further advised that following on from the development day the general consensus was that the Board should focus on a small number of strategic interventions. Partners felt that Task and Finish Groups could be a means of providing a more targeted approach to specific issues and ensure that activities made a difference in the community. The project moved forward these ambitions by:-

- Commencing a simple resource mapping exercise across the three key cross cutting areas of:- stronger local labour force, reducing alcohol related harm and promoting social responsibility;
- Sharing the learning from the ongoing 'Team around the Family' initiative and other successful collaborative working such as the Housing Partnership. Exploring opportunities to better organise service provision around the 'customer experience' and contact points with 'frequent flyers clients' that regularly use multiple services. Identifying service areas where this learning could be applied; and
- Report on the opportunities for a whole area approach to resource spending and collaborative services in Halton.

Ms Bernie ???? attended the meeting to discuss the Enhanced Partnership Working Project. In order to help guide and scope the project, provide an insight into what was already being undertaken and to find out more about the Partnerships ambition and the objectives of the project the following three questions were asked:-

- Removal of waste / leaner provision – What is the level of support for shared services / integrated working amongst stakeholders (including staff)?
- Community Budgets – Is Halton ready for these? If so, what could be the benefits? and
- A whole area approach for Halton – List 2/3 barriers to moving to a whole area approach to service delivery in Halton.

In response, it was reported that within the partnership there was enthusiasm for exploring shared services and integrated working i.e Children's Services to focus on preventative interventions rather than safeguarding and this could be developed with partners in health to deliver community services. It was also reported that there was an opportunity to lead locally re developing NHS solutions. The Partnership had built close working relationships in all areas and this could be developed further, with innovative thinking and a greater trust to face the challenges of delivering more with less resources.

The following comments arose from the discussion:-

- In respect of question two – community budgets, it was noted that progressing from the current situation to community budgets would be a challenge. It was also noted that the Partnership was not in a position to consider pooled budgets at the current time but may be in a position to align some budgets in some areas such as alcohol and drugs which would be natural alliances. In addition, it was reported that some budgets were already aligned and there were a number of examples of this such as adaptations which had resulted in improved outcomes and quality of life and cost savings. In addition, it was reported that GP's had a sense of ownership to having aligned budgets and the next steps would be to consider a shared decision making process to be clear what could be achieved for the community and to ensure that it happened;
- It was reported that some budgets did not have the flexibility and it was suggested that the Partnership may need to give consideration to having a pilot scheme in the first instance;
- The impact of the cuts in the Police Authority and the implications of the Localism Bill was noted. In respect of the Localism Bill, it was reported that there was a greater requirement to work with communities and give power to communities which would present a challenge. It was agreed that the Localism Bill be circulated to all Members of the Board;
- It was noted that each community was different with different issues and residents in communities did not always agree. It was also noted that not all communities would want the responsibility of making decisions. In addition, it was also recognised that work would have to be undertaken on identifying the issues and what the public wished to be engaged on; and
- It was highlighted that this change would need to take place over the next few years.

In conclusion, it was reported that the findings would be presented to the next meeting of the Board.

RESOLVED: That the Project Implementation Plan as set out to Appendix 1 of the report be approved.

5 HOUSING SUMMIT AND KEY HOUSING RISKS - FEEDBACK FROM JOINT MEETING

The Board considered a report which gave the Partners an update on the radical housing reforms which were currently being undertaken, and how Halton

Borough Council together with the main Registered Providers (RPs) were responding to these changes.

The Board was advised that the report provided Members with an update on the impact being faced by housing providers across Halton, following the recent changes to housing policy and some of the actions being taken to respond to these. The key policies were as follows:

- The Localism Bill;
- The Social Housing Reforms consultation;
- The Affordable Homes Framework; and
- The Welfare Reforms.

The Board was further advised that input had been sought from the four main providers working across the Borough (Halton HT, Riverside, LHT and Plus Dane) as well as colleagues within the Council.

It was reported that the attached briefing note set out in Appendix 1 to the report detailed the key emerging themes and how the Council together with the main RPs were responding and working collaboratively to ensure that the needs of Halton's community were met.

RESOLVED: That the content of the report and Appendix 1 be noted.

6 COMMUNITY ENGAGEMENT STRATEGY

The Board considered a report which informed the Partners of the development of the partnership's Community Engagement Strategy and associated action plan and sought to gain board endorsement to commence implementation.

The Board was advised that the strategy was vital in improving the relationship with our residents. Now more than ever there was a need to involve our residents in the running of local services. Senior support was required from across the partnership to make this strategy a success. It was also important to monitor the delivery of this strategy against its objectives to ensure that the strategy achieved its vision.

The Board was further advised that it was also vitally important that a true partnership approach to engagement was undertaken. This meant sharing information, knowledge, resources and practices to ensure waste and duplication were eradicated and quality was assured.

It was noted that information could be uploaded onto the website and there were also plans to make the website available to members of the public in the future

RESOLVED: That

- (1) the contents of the report be noted; and

- (2) the implementation of the Community Engagement Strategy and Action Plan across the Partnership be endorsed.

7 HALTON STRATEGIC PARTNERSHIP ANNUAL EVENT

The Board considered a report which proposed the evolution of the Halton Strategic Partnership's (HSP) "My Halton" event into a wider, themed event and to enable more partner organisations, both public and private, to become involved and make a difference to the residents of Halton.

The Board was advised that there were two considerations as follows:-

- The current situation

Combining the many changes in the public sector with the removal of Working Neighbourhood Funding, the number of projects on the go was reduced, whilst many partner organisations now had limited resources. The need to work in partnership was stronger than before. It was important to demonstrate to local residents how partners work together and how we make a positive difference in their lives.

- Maximisation of resources

Unlike previous years, there was no budget available to host any event.

In order to keep the momentum of "My Halton" going, "My Halton Foody Fortnight" could offer a new and more innovative way and expand the number of events and the opportunities to promote the work of the Halton Strategic Partnership.

However, to do this, partners were required to commit resources to the event.

The Board was further advised that this year's proposal was to evolve "My Halton" into "My Halton Foody Fortnight."

It was reported that rather than one afternoon of events, the proposal was to widen the event and run it alongside the British Food Fortnight, which ran from 17 September until 2 October 2011. The branding for "My Halton" would remain, and the title of the event would include the words "My Halton" to build on the awareness of the event.

In addition, it was highlighted that the plan would not be solely to focus on the Healthy Halton Partnership (such as food and health aspects) into the fortnight's events. Partnership activities which could be incorporated were detailed in the report. The emphasis would be on delivering events across the Borough in various venues.

It was reported that some of the events already happened at different times of the year, and making lots of events coincide would help to make efficient use of resources by publicising all the activities at the same time. There would also be reduced costs for these activities which would have taken place at a separate time, and an increase in the impact of the event as a whole in terms of attendance, participation and inclusion. All these events would also happen under the “My Halton” banner.

It was estimated that for the same expenditure that was allocated to the one day event, the two week long event could provide:

- More press coverage and photo opportunities;
- More participation from local residents;
- More partner involvement;
- A higher profile for the Strategic Partnership as a whole;
- Demonstrating that organisations in Halton (both public and private sector) work together; and
- Fun opportunities for the public and a chance to again focus on all the good work that happens in the borough.

RESOLVED: That

- (1) the report be noted; and
- (2) the ‘My Halton’ event be evolved into a new ‘My Halton Foody Fortnight’ event.

8 HEALTH JOINT STRATEGIC NEEDS ASSESSMENT

The Board considered a report which presented the process undertaken for the production of the 2010/11 JSNA and its key findings.

The Board was advised that the JSNA pulled together information regarding the current and future health and well being needs of the local population. It provided an opportunity to look into the future so that plans could be made now for likely changes in needs. It was therefore one of the major influences in directing commissioning priorities and planning service development.

The Board was further advised that the draft executive summary attached at Appendix 2, of the report included a summary of findings and priorities.

The following comments arose from the discussion:-

- It was noted that a considerable amount of work had gone into the document and it was important that this be related to daily activities and that it be used as a core reference document in respect of health, social care and children; and
- Page 112 – death due to specific conditions – it was noted that alcohol and obesity were key priorities in the Borough. It was also noted that there had been 230 deaths in the Borough which were related to smoking.

RESOLVED: That the report and comments made be noted.

9 SAFEGUARDING UPDATE

The Board considered a report which gave an update on the Local Strategic Partnership (LSP) key issues and progression on the agenda for the protection of vulnerable adults in Halton.

The Board was advised that Safeguarding issues must be raised within organisations and the report could be used as a reference point or alternatively the Safeguarding Co-ordinator could attend meetings.

The Board was further advised that funding was required to support the service. Currently the Council employed all safeguarding staff from within its Council resources and the PCT contributed £25,000 annually as well as support from Senior Officers.

The Board noted the key priorities set out in section three of the report and that there had been a serious case review and action plan formulated. However, it was noted that the Care Quality Commission had concluded that Halton was performing excellently in safeguarding adults.

RESOLVED: That note the report, in particular the action contained in Section 4 of the report.

10 EMERGING HEALTH ARCHITECTURE

The Board considered a report which outlined the radical reform of the NHS which was currently being undertaken, and how Halton Borough Council was responding to these changes.

The Board was advised that 30 May 2011 was the last day for the public to advise the Government on the reform of the NHS. In addition, it was reported that the Government would announce in mid July how the reform of the health agenda had been influenced and the next steps. It was reported that work was continuing to deliver good health services and prevention was better than treatment.

The Board noted the new emerging health architecture. Partners, requested that the Chief Executive of the Cluster be encouraged to communicate more effectively with Partners.

In conclusion, the Board noted that the Health and Well Being Board was in the process of being set up and a report would be presented to the next meeting on this matter.

RESOLVED: That the report, comments raised and the Appendix attached to the report be noted.

11 SUSTAINABLE COMMUNITY STRATEGY 2010-11 YEAR END PROGRESS REPORT

The Board considered a report which provided information on the progress in achieving targets contained within the Sustainable Community Strategy for Halton.

The Board was advised in considering the report, the Board should be aware that the purpose of the report was to:

- consolidate information on all measures and targets in order to provide a clear picture of progress; and
- as the requirement to undertake a centrally prescribed Place Survey had now ceased the development of a localised perception based methodology was currently underway with a likely implementation date of autumn 2011.

The Board was advised that Pages 151 - 154 outlined a summary of performance indicators. It was reported that overall, progress in achieving targets had been good and there had been an improvement.

The Board was advised that N/A represented targets that had been deleted by the Government. In addition, workshops would be held to look at how these targets could be monitored in the future.

RESOLVED: That the report be noted.

12 CHESHIRE POLICE - COMPASS STRATEGIC LEAD UPDATE

The Board considered a report which presented an overview of the findings and performance impact that projected under the management of the COMPASS Steering Group have had since commencement of Youth Crime Action Plan (YCAP) funding in June 2009.

The Board was advised that during July 2008, the Government published the Youth Crime Action Plan. The plan set out a comprehensive package of measures to prevent and tackle youth crime through a triple-track approach of tough enforcement, non negotiable support and prevention. Under the YCAP

proposal £700,000 had been made available to Halton over two years (2009-11). Following on from this the COMPASS Steering Group had been set up.

The Board was further advised that The Compass Steering Group monitored performance on the following:-

- Operation Stay Safe;
- Reparation Project ;
- Diversion Project;
- Street Based Teams;
- After School Patrols;
- Youth Crime Prevention and ASB Family Intervention Project Under ASB / Partnership Projects;
- Youth Inclusion Support Panel (YISP);
- Missing From Home;
- ASB Victim and Witness Support Service; and
- Anti-social Behaviour Enforcement Officer.

RESOLVED: That the report be noted.

13 WNF FINANCIAL SUMMARY UPDATE

The Board considered a report which gave an update on update Board on the year end spend profile for WNF for the two year period of 2009-11 and drew attention to other financial matters.

The Board was advised of the following:-

- That the attached spreadsheet showed WNF project spend for the two years between April 2009 and March 2011;
- That the spend profile showed that out of an allocation of £10,569,745 a total of £9,610,554 had been spent in 2009-11, which equated to 90.9%, with all quarter four invoices having been processed and paid;
- Board Members would be aware that during the course of this financial year, project managers had been asked twice to identity potential slippage. The first time was in July 2010, when the Partnership was notified of a £600,000 in year cut to the WNF allocation, and the second time was in December/January when project managers were asked to return any funding they felt wouldn't be spent by financial year end;
- These exercises allowed a small pot of £1.4m to be used to support some activity in 2011-12 (Board report 2nd March 2011). This funding had now been allocated to 21 projects across the SSPs, and would be monitored throughout 2011-12 in the same way that the larger allocations had been managed, with quarterly spend profiles coming

to the Board and

- The attached spreadsheet showed an overview of the totals within SSPs, It was reported that if Board Members would like more details on individual project spend, they should contact the relevant Policy Officer for each SSP.

RESOLVED: That the report be noted.

Meeting ended at 11.05 a.m.

DRAFT

REPORT TO: Corporate Policy & Performance Board

DAT 6 September 2011

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Markets promotion

WARDS: N/A

1.0 PURPOSE OF THE REPORT

To provide members of the PPB with a summary of marketing activity carried out on behalf of Widnes Market by the Communications & Marketing Division in conjunction with markets staff.

2.0 RECOMMENDATION: That

- (1) Corporate Services PPB notes the content of the report.

3.0 SUPPORTING INFORMATION

3.1 During 2010 a marketing plan for Widnes Market was devised by the Marketing Officer within Communications and Marketing and approved by the Divisional Manager, Communications and Marketing, and the Markets Manager.

3.2 The plan included background to previous marketing activity, observations of traders and stakeholders, user numbers, outcomes from the 2010 -11 action plan and an action plan for 2011-12.

3.3 In the past, markets promotions had mainly been via newspaper, radio and TV advertising. None of the methods required a return by the customer or employed a data measure other than door access counters.

3.4 Traders and stakeholders' observations over a number of months were collated to inform the marketing plan.

3.5 The 2010-11 marketing plan featured projects which were undertaken in Widnes Market with the intention that, following evaluation, would be used for Runcorn Market. However, following the closure of Runcorn, the application of themes and ideas, would only apply to Widnes.

3.6 Actions included establishing what traders and stakeholders want in the future, profile raising and creating an identity for the market, setting up a blog, newsletter and Facebook group, target direct mail marketing, issuing regular press releases, and a Christmas promotion.

3.7 Following consultation with the Markets Manager and traders, a plan for 2011-12 was put together with the emphasis on promotions, rather than advertising, to drive people to the market.

3.8 A series of events have been organised by the Marketing Officer in conjunction with the Markets Manager and traders, and promoted by the Marketing Officer through press releases, adverts, flyers, social media etc.

3.9 Events to date have included:

- Easter promotion with treasure hunt, Easter scene in the market, competition and even an Easter Bunny!
- Street market art – pavement artists in the market, workshops in junior schools, outdoor street art.
- Widnes on Sea – seaside themed activities such as a 'beach', donkey rides, Punch and Judy.

3.10 Planned events include:

- Link to My Halton Foody Fortnight, and British Food Fortnight, with food themed events in market.
- Cancer awareness promotion and Widnes Market charity fundraising calendar.
- Christmas promotions, outdoor Christmas market, Santa's grotto.

4.0 POLICY IMPLICATIONS

A busy, vibrant Widnes Market is an important retail asset to the borough and the Council wants to ensure it continues to attract shoppers from Halton and beyond, by raising awareness of what it has to offer.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

Events at the market provide an attraction for children and families.

5.2 Employment, Learning and Skills in Halton

Schools and colleges can be involved in events and promotions held at the market, and could provide an opportunity to learn more about markets and their contribution to the town centre.

5.3 A Healthy Halton

Promoting what the market has to offer shoppers can encourage them to buy healthy local produce.

5.4 A Safer Halton

None.

5.5 Halton's Urban Renewal

A successful market helps attract shoppers to the town centre, helps boost the economy of the borough, and provides people with value for money.

6.0 RISK ANALYSIS

Without marketing and promotional activity the Market could suffer in terms of attracting and keeping customers.

7.0 EQUALITY AND DIVERSITY ISSUES

There are no equality and diversity issues.

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

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

REPORT TO:	Corporate Policy & Performance Board
DATE:	6th September 2011
REPORTING OFFICER:	Strategic Director Policy and Resources
SUBJECT:	Draft Corporate Plan 2011- 2016
WARDS:	All

1.0 PURPOSE OF THE REPORT

- 1.1 To provide Members with a further opportunity for overview and scrutiny of the new Halton Corporate Plan 2011- 2016. The Draft Plan is included as Appendix 1 to this report.

2.0 RECOMMENDATION: That

- (1) The Draft Plan is scrutinised in terms of the suggested Areas of Focus and activities under each thematic area.
- (2) Subject to any amendments required, the Board recommends adoption of the Draft Plan by the Executive Board.

3.0 SUPPORTING INFORMATION

- 3.1 The Corporate Plan sets out the goals the Council wants to achieve to help build a better future for Halton, redefines our priorities, and explains how we will deploy our resources. The Corporate Plan also presents the Council's contribution to the delivery of the Sustainable Community Strategy (SCS) 2011-26. It concentrates on the challenges, priorities and achievements planned over the next five years to help improve the quality of life for people in Halton. It will guide the development of more detailed strategy and actions to be undertaken by the Council (see Section 4).

- 3.2 Our vision remains constant:

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

- 3.3 This vision remains a pledge to secure a better future for the people of Halton. It is about giving everyone the opportunity to fulfil their potential and the Council will work vigorously to see this vision realised. To achieve our vision we are committed to closing the gap between those communities most in need in Halton, compared to the rest of the

country. We will do this by tackling inequality and promoting community cohesion, so that no community is disadvantaged.

3.4 The Plan explains the steps that the Council will take in order to deliver on both the Vision and the strategic priorities and key themes set out within Halton's fifteen year Sustainable Community Strategy 2011 – 2026. These are:

- A Healthy Halton
- Employment, Learning and Skills in Halton
- A Safer Halton
- Halton's Children and Young People
- Environment and Regeneration in Halton

An additional priority to the five contained in the SCS has been added:

- Corporate Effectiveness and Efficiency

This relates specifically to the delivery of Council service delivery as distinct from the partnership objectives of the SCS.

3.5 A series of Performance Measures are currently under development which will cover the Sustainable Community Strategy, Corporate Plan and Service Plans. These measures will be reported separately to PPB.

3.6 **Consultation**

The SCS (adopted April 2011) has been produced through extensive research, analysis, and policy formulation. This process was followed by wide consultation with Elected Members and partners to identify key themes and related strategic objectives. This has included reporting on the detail of the emerging SCS to all Policy and Performance Boards during the September 2010 meeting cycle. An extensive public consultation took place 29 Nov–24 Jan 2011.

3.7 A draft Corporate plan has previously been circulated for Member consultation between 20 May and 17 June 2011.

3.8 A further round of consultation for Members and Operational Directors took place during July. All comments made have been included into the Draft Plan appearing in Appendix 1.

4.0 **POLICY IMPLICATIONS**

4.1 The Corporate Plan forms part of a key suite of documents for the Council starting from the Sustainable Community Strategy and running down to Service Plans. It sets out the Council's contribution towards achieving the key objectives of the Sustainable Community Strategy, as well as looking at how we will deploy our own resources effectively and efficiently.

- 4.2 A range of more specific strategies and initiatives will translate the broad aims and objectives of this Plan into action on the ground.
- 4.3 The Corporate Plan has been developed with reference to, and links into other key Council documents such as the Core Strategy, Children and Young People's Plan, State of the Borough Report and Local Transport Plan 3. A full list of plans is included on Page 37 of the document.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The Corporate Plan sets out the key themes, objectives and areas of focus for Council activity which are felt to make the maximum difference in improving quality of life in Halton and sets out what, within available resources we hope to achieve over the next five years. These activities must be resources and the Plan therefore has financial implications.

6.0 IMPLICATIONS FOR THE COUNCILS PRIORITIES

6.1 Children and Young People in Halton

The Corporate Plan presents Halton Borough Council's response to how it will help to implement the Sustainable Community Strategy 2011-26. Children and Young People is therefore identified as a priority within the Corporate Plan.

6.2 Employment, Learning and Skills in Halton

The Corporate Plan presents Halton Borough Council's response to how it will help to implement the Sustainable Community Strategy 2011-26. Employment, Learning and Skills is therefore identified as a priority within the Corporate Plan.

6.3 A Healthy Halton

The Corporate Plan presents Halton Borough Council's response to how it will help to implement the Sustainable Community Strategy 2011-26. A Healthy Halton is therefore identified as a priority within the Corporate Plan.

6.4 A Safer Halton

The Corporate Plan presents Halton Borough Council's response to how it will help to implement the Sustainable Community Strategy 2011-26. A Safer Halton is therefore identified as a priority within the Corporate Plan.

6.5 Environment & Regeneration in Halton

The Corporate Plan presents Halton Borough Council's response to how it will help to implement the Sustainable Community Strategy 2011-26. Environment & Regeneration in Halton is therefore identified as a priority within the Corporate Plan.

7.0 RISK ANALYSIS

7.1 The Corporate Plan has been developed as the Council response to the issues contained within the Sustainable Community Strategy, which has been developed through extensive consultation with both the community and partners.

7.2 This Plan has been developed at a time of considerable challenge for local authorities brought about by significant public spending cuts and changes in the way public services are delivered, with considerable changes still underway. Consequently, care has been taken to ensure that the activities contained in this Plan are realistic and achievable within expected resources, whilst remaining sufficiently challenging to make a real difference to people's lives and meet residents' expectations.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The Equality Act 2010 brings together into one Act all previous legislation around Equality and Diversity. Under the Duty a public authority must, in carrying out its functions, take into account the need to: -

- (a) Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010.
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.2 The Act defines a number of characteristics which are protected: -

- (a) Age
- (b) Disability
- (c) Gender reassignment
- (d) Marriage and civil partnership
- (e) Pregnancy and maternity
- (f) Race
- (g) Religion or belief
- (h) Sex
- (i) Sexual orientation

8.3 The Corporate Plan has been developed bearing in mind the requirements of the Equality Act and the new Public Sector Equality Duty and an Equality Impact Assessment will be completed for the Corporate Plan.

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

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

Foreword

Halton is a place of ambition and enterprise. Together with our partners we are successfully restructuring the local economy around a diverse range of sectors including science and research, transport and logistics, creative, media and advanced manufacturing. We see our strong economy and economic prosperity as our key focus, with the local population accessing and retaining employment to provide a clear route out of both poverty and poverty related poor health. Economic success gives our local people improved choice and control in the way they live their lives.

Our reinvigorated economy is in turn delivering wealth and confidence, the evidence of which is the local developments that fly in the face of recession. Examples include the Widnes Shopping Park attracting major high street retailers such as Marks and Spencer and Next, construction beginning on a new Premier Inn and Tesco Extra, the substantial investment at the Daresbury Science and Innovation Campus and the 3MG site; and the development of significant new facilities such as an ice rink, bowling alley and cinema .

Such developments bring much needed jobs to our area. Access to a variety of sectors provides opportunities for the local workforce to develop careers, and our programmes of education, qualifications and skills equip people of all ages with the knowledge they need to become successful and economically active. Continued learning throughout life is important and we are delivering new centres of learning at Wade Deacon School (Widnes) and the Grange School (Runcorn) through the Building Schools for the Future Programme.

We are making the most of our location between two major cities and we are well connected to these hubs by road and rail connections. London is now less than 2 hours away on the West Coast Mainline. Close proximity to Liverpool John Lennon Airport gives access to international travel and we are investing in key infrastructure, such as the Mersey Gateway Bridge which will reinforce Halton's position as a key gateway into the Liverpool City Region. Digital infrastructure, encompassing both fibre optic and wireless communications, is high on our agenda to allow industry and commerce to do business faster and with the global market.

We want people to make healthier lifestyle choices and take advantage of some of the fantastic outdoor venues and facilities we have in Halton. Examples include Town Park and Runcorn Heath in Runcorn, Hale coastline and lighthouse, Victoria Park in Widnes, the TransPennine Trail cycle route, Stobart Stadium and The Brindley.

For those who are at a time in their lives when they may need additional support, we invest in a range of services to help them re-adjust and become as self sufficient as possible. We have implemented personalisation of care budgets and transformation programmes to give service users choice in the way they receive support and allow us to ensure that older people and those with complex care needs get the help they need. The safeguarding of vulnerable children and adults is of paramount importance and in 2010/11 our Adults and Children and Young People Services have been externally inspected and are able to demonstrate high performance.

The Borough already has a formidable track record in intervention and prevention, but in light of increased challenges we need to ensure that they continue to be as aligned as

possible to ensure we deliver on our promises to the people of Halton. We are always trying to find the most cost effective way to deliver services and we are already two years into our rolling Efficiency programme which is contributing significantly to the savings we have to make. From April 2011 we moved to a leaner management structure to reduce costs and minimise the impact of reduced grant funding on frontline services.

We have had to be bold and imaginative when it comes to service delivery; reviewing income and expenditure and finding new and more cost-effective ways of working, however, our priority remains protecting critical outcomes for the people who rely on us, and providing quality services.

As part of the 2011/12 budget, we had to acknowledge that these are difficult financial times for everyone. Halton already has one of the lowest levels of council tax in the North West and this year we have ensured no increase in council tax at all. In doing so we want to help Halton residents spend their money as they wish, easing the tax burden on all households and supporting those on low and fixed incomes. Despite a contraction in budgets, the combined public sector will still be spending £500 million next year delivering services – and will be continuing with the major projects, like the Mersey Gateway, to help transform our Borough.

As an organisation we remain focussed on being responsive to local needs. This Corporate Plan explains how we will deliver a better, stronger Borough for us all to live and work in.

Councillor Rob Polhill
Leader, Halton Borough Council

Introduction

This plan outlines the goals the Council wants to achieve to help build a better future for Halton, redefines our priorities and examines how we will deploy our resources. It concentrates on the fresh challenges, priorities and achievements planned over the next five years to help improve the quality of life for people in Halton.

Our vision remains constant. It is that:

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

Our Corporate Plan sets out what, within available resources, we plan to achieve over the next five years to improve lives within all the communities of Halton. It will guide the development of more detailed strategy and actions to be undertaken by the Council. Within this plan we explain the steps that need to be taken to deliver on the strategic priorities and key themes that are set out here and within Halton's fifteen year Sustainable Community Strategy 2011 – 2026. These are:

- A Healthy Halton
- Employment, Learning and Skills in Halton
- A Safer Halton
- Halton's Children and Young People
- Environment and Regeneration in Halton
- Corporate Effectiveness & Business Efficiency

This Plan has been developed at a time of considerable challenge for local authorities brought about by significant public spending cuts and changes in the way public services are delivered. Consequently, care has been taken to ensure that the activities contained in this Plan are realistic and achievable within expected resources, whilst remaining sufficiently challenging to make a real difference to people's lives and meet residents' expectations. We know that in anything that we do our key goal is to raise the quality of life in the borough. To do this, we need to deliver our services in the most efficient and effective way possible. Councils play a crucial role in providing essential services in the communities they serve. Making sure that these key services are provided to the highest possible standard and at reasonable cost is fundamental, and the Council will continue to strive for service excellence in all areas.

In developing this Plan we have reflected on the Council's Community Leadership role orchestrating limited resources not just on behalf of the organisation, but for the area as a whole. We need to continue to look beyond our boundaries and champion Halton's cause in the wider world, lobbying at regional and national levels, and working with wider UK and European partners for mutual benefit. To this end the Council is promoting partnerships and alliances to dovetail and mainstream strategies of other agencies working in the borough and will explore opportunities to develop shared services and resources where appropriate. It is essential all partners work productively together, sharing understanding of the Borough's problems, their root causes, and co-ordinating our efforts to tackle them. We acknowledge that reducing resources will mean that there will be greater pressures in delivering high quality services and that a change in

approach will be needed to further promote community 'buy-in' and change in customer behaviour.

Our vision for Halton remains a pledge to secure a better future for the people of Halton. It is about giving everyone the opportunity to fulfil their potential and the Council will work vigorously to see this vision realised. To achieve our vision we are committed to closing the gap between those communities most in need in Halton, compared to the rest of the country. We will do this by tackling inequality and promoting community cohesion, so that no community is disadvantaged.

A range of more specific strategies and initiatives will translate the broad aims and objectives of this Plan into action on the ground.

Our Guiding Principles

Halton Borough Council should be expected to maintain high standards in the way it conducts its business. In implementing actions that flow from this plan, the Council will follow a set of guiding principles. In all that we do we aim to be:

- Community focused - ensuring that residents' concerns are of prime importance in defining how we deliver effective services. We must maintain our open and democratic processes that encourage local people to become involved in decisions that directly affect them and future generations, working within the emerging policy context such as the localism agenda in developing new models of customer engagement
- Sustainable - improving the quality of life for today's Halton residents without jeopardising that of future generations whilst also enhancing the biodiversity of the area.
- Leaders - the Council's role is to give clear strategic leadership to the Borough and to agree roles, responsibilities and relationships that are fit for purpose and enable people to contribute and to make a difference.
- Fair and inclusive - promoting equal access to opportunities and facilities, and helping to ensure that everyone in the community can access the opportunities and progress being made in Halton.
- Good value – enabling and coordinating the delivery of services and ensuring that the community receives value for money services of high quality that are accessible, affordable and focused on local needs. It makes sense to invest in preventative activity that stops problems occurring rather than paying to fix things that go wrong.
- Collaborative - taking full advantage of the benefits for Halton from the community, organisations and groups working constructively in partnership and sharing responsibility whilst also recognising the changing roles of some of our key partners and working with emerging new structures
- Evidence-based – In making decisions and policy we will ensure that we learn from best practice elsewhere and making good use of research about what works in addressing the Borough's priorities. Halton's Corporate Plan is about focusing on the issues that matter the most and investing in priorities and approaches that are based on evidence.

Delivering Progress

During 2010/11 there have been several significant developments for the Council highlighting the improvement in performance that we continuously strive to achieve:

- A new strategic management structure was implemented on 1st April 2011, moving from four directorates to three, giving an opportunity to organise services differently and innovatively. We are also introducing shared responsibilities for children's services with Cheshire West and Chester Council, including a Joint Strategic Director post.
- As part of the annual assessment of safeguarding for Adult Social Care during 2010, the Care Quality Commission judged Halton to be performing excellently across all seven domains, being one of only three councils in the country to be awarded such a prestigious rating.
- During February 2011, the Ofsted Inspection of Safeguarding and Looked After Children judged Halton to be outstanding and good across all elements of the Inspection.

Progress against our priorities continues to be made. A few examples include:

- Extensive outcome-focussed work to ensure that the health and wellbeing of the people of Halton improves. We are in the process of establishing new alliances with GPs and the formation of a new Health and Wellbeing Board.
 - Transformation and the increased use of individualised budgets are improving the way in which the Council supports vulnerable people in the community.
 - Road Safety has improved significantly in recent years from 77 Killed or Seriously Injured in 2005 to 41 in 2010.
 - Recycling levels have increased from 25% in 2007 to over 38% in 2011. The amount of waste produced per household is continuing to fall as is the level of waste sent to landfill for disposal. All households in the borough are now provided with kerbside multi-material recycling services.
 - The Council delivers a co-ordinated approach to ensuring a cleaner, greener, safer Halton and significant progress has been achieved through the provision of high quality cleaning services, as well as a programme of education and enforcement to deter environmental crime.
 - Establishing the Halton Employment Partnership,
-
- Restructuring has taken place in Children's Services including the establishment of the Team Around Family (TAF) and embedding the use of the Common Assessment Framework process. This has already shown an emerging positive early intervention/reduction in Children's Social Care referrals.
 - Delivery of Castlefields Regeneration Programme continues at a pace, by 2016 the majority of the 1392 unpopular deck access flats will have been demolished. In their place at least 1000 new homes will be occupied. The new Village Square is due for completion in the summer of 2011 bringing much needed local shops and a community centre. The addition of a new health centre in spring 2012 will complete

the transformation of the old local centre, to put the heart back into the Neighbourhood.

What is Halton Like Now?

Halton is a largely urban area of 119,300 people (2010 population estimate). Its two biggest settlements are Widnes and Runcorn that face each other across the River Mersey, 10 miles upstream from Liverpool. The population of Halton was in decline for over a decade, but has recently started to increase. This in part is due to a concerted effort to build new houses, particularly larger executive homes in Sandymoor (East Runcorn) and Upton Rocks (NE Widnes) to try to stem population decline, to provide a more balanced housing stock, and to retain wealth in the community. It is also in part due to increased inward migration. The population is projected to grow to 122,900 by 2023.

The number of jobs in the borough is largely the same as it was 10 years ago but the proportion employed in manufacturing has fallen and the reliance on a small number of large employers is beginning to reduce. The wealth of the borough has improved overall during the last 10 years as illustrated by rising numbers of detached houses, rising car ownership and increases in professional and managerial households in parts of the borough. There are currently approximately 52,000 employee jobs in Halton, of which 37,900 are full time.

Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. The Index of Multiple Deprivation (IMD) for 2010 is one of the most comprehensive sources of deprivation indicators, as some 38 different indicators are used. It shows for example that overall, Halton is ranked 27th nationally (a ranking of 1 indicates that an area is the most deprived), which is third highest on Merseyside, behind Knowsley and Liverpool, and 9th highest in the North West. Other authorities, St Helens (51st), Wirral (60th) and Sefton (92nd), are all less deprived compared to Halton.

The IMD score suggests that deprivation has stayed relatively level in the borough from being ranked 29th in 2007 to being rated 27th in 2010. The proportion of Halton's population in the most deprived areas (i.e. the top 10% of super output areas) has also remained relatively constant at about 25% in 2007 and 2010. The most deprived neighbourhood in Halton is ranked 264th out of 32,482 in England and is situated in Widnes. There are two neighbourhoods in Halton which fall in the top 1% most deprived super output areas nationally. Much has been done but clearly there is still much to do.

Since 2000, a range of research has been carried out, which has highlighted key challenges and opportunities facing Halton. This research tells us that Halton is:

- an area where over 70% of people are satisfied with their local area as a place to live
- an area whose population is projected to grow by 4% (2008-2026), with a large increase in the older population
- tackling deprivation, however it still remains one of the most deprived areas in the North West with unemployment rates higher than the North West and National rates

- an area where health issues are still evident with life expectancy lower than the North West and England averages
- an area with high quality open spaces; 12 areas within Halton have been designated with Green Flag awards
- improving its GCSE results and reducing the number of 16 to 18 year olds not in education, employment or training (NEET).
- an area with a diverse and prospering economy, with increasing average incomes for residents, improvement in skills and with higher rates of employment in the manufacturing sector
- an accessible and convenient place to live and work
- an area which provides a functional base for the community
- an area offering many innovation and development opportunities to improve quality of life

More detailed information on these issues can be found in the State of the Borough Report and the Local Economic Assessment for Halton.

Corporate Planning and Performance Framework

The Corporate Planning Framework is the means by which this plan will be delivered. It consists of a hierarchy of plans that are directly aligned to ensure that the corporate priorities and strategic objectives of the Council are cascaded down the organisation through properly outcome-focused targets. This is known as the 'Golden Thread'.

As part of this Golden Thread, the Sustainable Community Strategy outlines how the Halton Strategic Partnership intends to transform Halton over the next fifteen years. This will be supported by 3 five year delivery plans. This Corporate Plan sets out how the Council will deliver its contribution to achieving the Sustainable Community Strategy. The Plan provides focus for all that the Council will do over the next five years.

Directorate Business Plans set out how the Council's Directorates intend to deliver their particular responsibilities and address the key challenges facing them to help deliver the Corporate Plan.

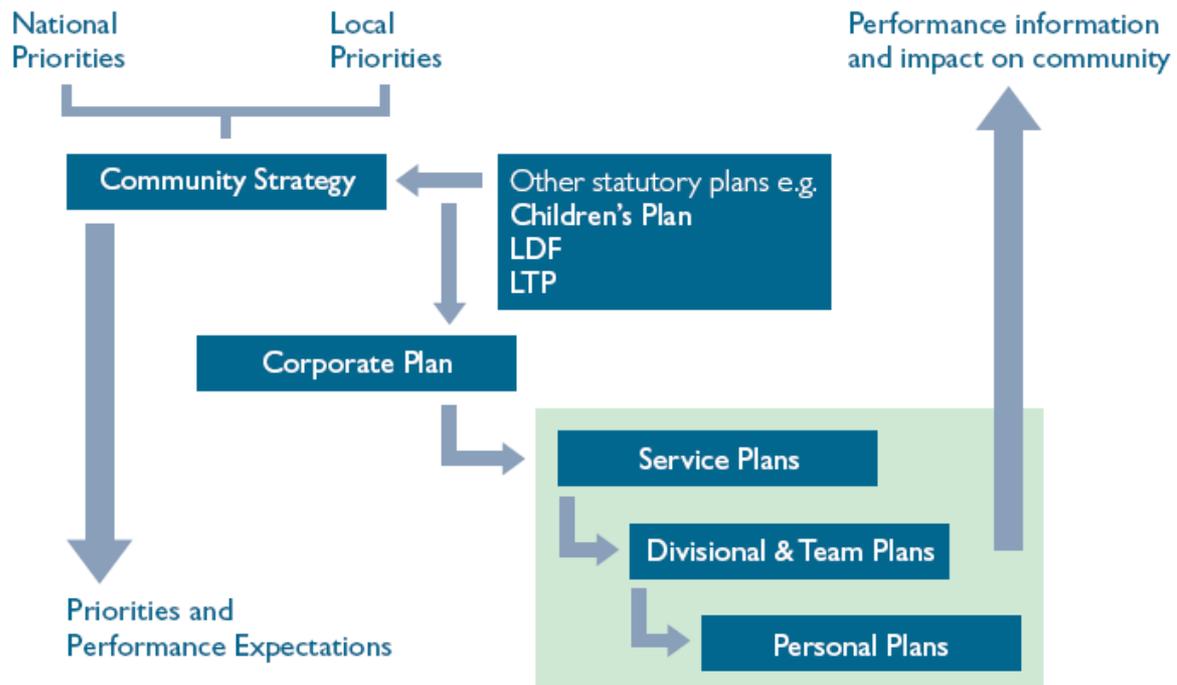
Divisional Plans outline the key tasks needed to help deliver the Directorate Plans and ensure that tasks are properly managed and delivered.

The Personal Development Plans of individual employees ensure that every employee has a set of professional and personal objectives that will help to deliver the corporate objectives, and that their training and development is focused on corporate aims.

Integrating service planning with resource planning is essential to make sure we can achieve our vision. An essential part of the Corporate Plan is the Council's medium term Financial Plan and its Workforce Development Plan. These are part of the framework for managing the resources that will help to deliver the Corporate Plan. The service plans provide the focus for the Council's performance management system.

Figure 1: 'Golden Thread' Integration within the Planning Framework

Halton's Strategic Planning Framework



Much has changed since the last Corporate Plan was updated in 2009. For example, Comprehensive Area Assessments, Local and Multi Area Agreements have been abolished by Central Government and been replaced with a new single data list, based on the principle of greater transparency for communities, from 1st April 2011. Unlike Local Area Agreements which had a broad partnership focus, this data list will solely focus on data to be collected by local authorities and fire and rescue services. This plan highlights key objectives for each priority and improvement targets by which the Council's, and Halton's, success can be judged.

The primary vehicle for measuring our performance and that of our partners in previous years was Halton's Local Area Agreement (LAA) which contained 32 shared targets selected from the National Indicator dataset. However, as previously stated, the National Indicator dataset and requirement to produce an LAA ended in October 2010. We therefore aim to improve our performance, as measured by the indicators contained in this data list, by retaining the former national indicators that remain relevant to Halton and through other monitoring other locally determined targets, year on year, through the life of this plan. Checking on our achievements and regularly monitoring progress will ensure we keep on track.

Developing this Corporate Plan

Wholesale improvement in the quality of life enjoyed by local people can only come about if a significant part of the community is involved in making it happen. This can take place informally in many different ways within the community itself. But this has to be complemented by action taken with the support of a variety of public, voluntary and other bodies.

The views of the public were an important factor in deciding the overall themes and thrust of this Corporate Plan. Channels of communication like the Borough's Local Area Forums provide extra ways to share, discuss and resolve local issues. A whole range of services actively consult with and involve their customers, and staff from a range of organisations work closely day to day with local people.

The Corporate Plan presents Halton Borough Council's response to how it will help to implement the Sustainable Community Strategy 2011-26 and the Sustainable Community Strategy itself was developed on the back of a comprehensive and inclusive consultation process. Some of the key steps included:

- Public perception research through the Places Survey and Halton 2000 panel.
- A review of our achievements.
- The State of Halton Report was updated to look objectively at statistical conditions, changes and trends in social, economic and environmental conditions.
- A review of regional and national strategies was carried out to assess the likely impact of this activity in Halton.
- Partner ownership and involvement in drafting the document via Specialist Strategic Partnership meetings.
- An inclusive process of debate and discussion on the way forward took place with Elected Members and interested partners.
- Residents were invited to give their views on the Strategy via an online survey which was publicised in press advertisements, press releases and posters. Hard copies of the survey and document were available at Halton Direct Links.
- Young people were asked for their views on the Strategy via a presentation to the Halton Youth Cabinet.

The Council sees itself, through this Plan, as providing leadership. This can only be achieved if we remain in touch with the people and communities we represent and serve. This Plan aims to create an environment in which everyone can get involved in making things happen in Halton. We want to foster active participation by as many people and agencies as possible and the Council wants to look for ways to make itself more accountable to communities through customer focus, consultation and communication.

The Council constantly canvases public opinion, gathering the facts and figures needed to identify the overall priorities for the Borough. From the information provided by local residents and businesses it has been possible to identify a number of challenges for the Borough over the medium term which address the overall aim of making it a better place to live and work. These include:

- Providing for the ageing population.

- Narrowing the gap between most and least deprived areas within the borough through addressing health and socio-economic inequality.
- Improving educational attainment and access to training opportunities for those living in the area.
- 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.
- Integrating delivery of services.
- Increasing community satisfaction with Halton as a place to live.
- Increasing focus on community involvement in public sector activities in Halton.
- Running services effectively and efficiently to meet customer needs and increase public satisfaction with all public services in Halton.

The key challenge is how best to frame the response to these through the Corporate Plan. To do this challenges have been grouped into six key themes, primarily reflecting those contained within Halton's Sustainable Community Strategy, but also adding a council- specific priority:

- A Healthy Halton
- Employment, Learning and Skills in Halton
- A Safer Halton
- Halton's Children and Young People
- Environment and Regeneration in Halton
- Corporate Effectiveness and Business Efficiency

The next section looks at how we organise ourselves to deliver our priorities; and the measures we intend to take over the next five years to improve our effectiveness.

Each section comprises:

- A statement of the priority.
- Its overall aim.
- Why the priority was chosen.
- Key objectives.
- The Council's contribution and key areas of focus.

A Healthy Halton

Our overall aim

To create a healthier community and work together 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.

Why Health?

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

The recent State of the Borough Report identifies Halton as one of the most deprived districts in England. In terms of health deprivation the local authority currently ranks 11th out of 326 local authorities in the country.

Key Objectives

- 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 by increasing community engagement in health issues and promoting autonomy.
- To reduce the burden of disease and preventable causes of death in Halton by reducing smoking levels, alcohol consumption and by increasing physical activity, improving diet and the early detection and treatment of disease.
- To respond to the needs of an ageing population, improving their quality of life and thus enabling them to lead longer, more active and more fulfilled lives.
- To remove barriers that disable people and contribute to poor health by working across partnerships to address the wider determinants of health such as unemployment, education and skills, housing, crime and environment
- To improve access to health services, including primary care.

Council Contribution and Key Areas of Focus

In order to contribute towards meeting these key community objectives for a Healthy Halton the Council, during the lifetime of this Corporate Plan, has identified the following Key Areas of Focus: -

Area of Focus 1 – Healthy and Active Lifestyles

Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.

Examples of future planned activity could include: -

- Improving the current and future health of Halton school children by increasing children's intake of a variety of fresh fruit and vegetables through

increasing the access and availability of healthier nutritionally balanced school meals.

- Increasing the take up of free school meals by eligible children.
- Increasing the number of pupils having a school lunch, to raise awareness of, and increase levels of, healthy eating.
- Improving the health of Halton school children by increasing the percentage of children participating in sport for fun and fitness.
- Working with schools to develop initiatives school travel Plans that promote walking and cycling, road safety schemes and walking school buses.
- Improving access to information on healthier lifestyles and services. (e.g., gym membership, healthy eating, stress counselling).
- Promoting healthy lifestyle through implementation of the school sports Co-ordinator programme.
- Reviewing and updating the Sports Strategy and Facilities Strategy and beginning their implementation during 2011/12.
- Using promotional events to increase participation and raise awareness associated with Sporting Excellence and 2012 Olympics e.g. Halton Sports Fair Week 18-24 July 2011 (Olympic Weekend – 23/24 July 2011).
- Increasing the number of new participants through Sport and Physical Activity Alliance delivery plan i.e. sports participation.
- Promoting active travel options (walking / cycling) as viable alternatives to the car.
- Deliver a programme of awareness raising, education, and ultimately enforcement, to reduce incidences of environmental crime, such as littering, dog fouling and fly-tipping in public opens spaces and parks.

Area of Focus 2 – Good Public Health

Providing services and facilities to maintain and promote good public health and well-being.

Examples of future planned activity could include: -

- Implementing the Local Affordable Warmth Strategy, in order to reduce fuel poverty and health inequalities.
- Delivering programmes of education to improve the health of Halton residents.
- Safeguarding the health of Halton residents by continuing to review and assess air quality against the Government's health-related air quality standards and seek to ensure that existing standards are being met.
- Safeguarding the health of Halton residents by identifying the contaminated sites within the Borough, which present a significant risk to human health, to implement a programme of inspection prioritised by high, medium and low risk.
- Continuing to identify and classify potentially contaminated sites from available data.
- Developing relevant and accessible information for young people on drugs and alcohol, their effects and support services across Halton.
- In partnership with the PCT and GP Consortia reviewing access to services and activities to secure improvements in breast feeding rates.

- Building capacity in educational settings: improving the sexual health of Halton school children by increasing the percentage of schools participating in PHSE/SRE training and development.
- Developing and re-programming supporting people services.
- Support provision of transport to hospital and health facilities serving the Borough's residents

Area of Focus 3 – Intervention and Prevention

Working with service users to provide services focussed around intervention and prevention and where this is not possible, helping people to manage the effects of long term conditions.

Examples of future planned activity could include: -

- Considering the implications of Autism Act 2009 and review working practices to ensure they are 'fit for purpose'.
- Continuing to implement a behaviour solutions approach to develop quality services for adults with challenging behaviour - Models of good practice to continue to be developed.
- Reviewing Integrated Community Equipment Service to ensure the service is meeting the requirements of the community of Halton.
- Improving the long-term health of children and young people by reducing incidences of sales of products such as tobacco, solvents and alcohol to this group.
- Improving the health and well-being of children with disabilities in Halton and their families by increasing the number of short breaks available to them.
- Improving the health and well-being of looked after children via the joint work of Social Care and health partners, by increasing the proportion of looked after children with up to date immunisations, dental checks and health assessments.
- Implementation of the Engagement Strategy aimed at ensuring service user views are taken into account when redesigning/evaluating services.
- Improving the health and well being of vulnerable adults particularly older people by increasing the number of older people gaining access to holistic care packages.
- Increasing and delivering an improved range of services and support for carers, according to the Halton Carers Strategy.
- Enabling community centres to deliver programmes for vulnerable adults.
- Establishing a single service for drug users and those in recovery.
- Providing travel planning, advice and training to increase the accessibility of health facilities.

Area of Focus 4 – Maintaining Individual Independence

Providing services and facilities to maintain the independence and well-being of vulnerable people and those with complex care needs within our community.

Examples of future planned activity could include: -

- Implementing recommendations following the Challenging Behaviour review/project to ensure services meet the needs of service users.
- Reviewing and evaluating new arrangements for integrated hospital discharge.
- Maintaining the number of carers receiving a break.

- Maintaining the numbers of carers provided with assessment leading to the provision of services, to ensure Carers needs are met.
- Implementing the Telecare strategy and action plan.
- Implementing the Local Dementia Strategy, to ensure effective services are in place.
- Implementing the redesign of the Supported Housing Network to ensure that it is meeting the needs of those with the most complex needs.
- Continuing to develop the Single Point of Access to ensure that it delivers an effective mechanism for access into Services.
- Revising and updating the Supporting People Plan to ensure effective services are in place.
- Implementing and delivering the objectives outlined in the Homelessness and Housing Strategies and Repossessions Action Plan.
- Continuing to ensure that the Re-ablement service is meeting the requirements of the community of Halton.
- Implementing the Early Intervention/Prevention Strategy to improve outcomes for Older People in Halton.
- Contributing to the safeguarding of vulnerable adults and children in need, by ensuring that staff are familiar with and follow safeguarding processes.
- Continuing to establish effective arrangements across the whole of adult social care to deliver self directed support and personal budgets.
- Provision of appropriate transport to facilities.

Employment, Learning & Skills in Halton

Our overall aim

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.

Why Employment, Learning and Skills?

A robust economy lays the foundation for any prosperous and successful place and provides jobs, opportunities, wealth and aspirations for local people. Historically in Halton there has been a mismatch between the needs of local business and the skills of local people, low rates of entrepreneurship and high levels of welfare dependency, meaning that opportunity and need are out of balance and contributing to the widespread deprivation in Halton. Sustainable economic growth and prosperity requires a commitment to encourage and support a vibrant business sector together with a renewed commitment to creating sustainable employment, and high quality learning and skills opportunities to satisfy all stakeholders in Halton.

Key Objectives

- To develop a strong, diverse, competitive and sustainable 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 skill levels throughout the adult population and across the local workforce can be raised.

- To promote and increase the employability of local people and tackle barriers to employment to get more people into work.
- To maximise an individual's potential to manage and increase their income, including access to appropriate, supportive advice services.

Council Contribution and Key Areas of Focus.

In order to contribute towards meeting these key community objectives for Employment, Learning and Skills in Halton the Council, during the lifetime of this Corporate Plan has identified the following Key Areas of Focus: -

Area of Focus 5 – Strong Local Economy

To develop a strong, diverse, competitive and sustainable local economy and to foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity

Examples of future planned activity could include: -

- Providing support for local businesses to exploit the potential of the internet.
- Supporting the development of digital service networks.
- Providing cohesive support for businesses to relocate to and within Halton.
- Continuing the development of STAM (Science, Technology & Advanced Manufacturing) Routeway and curriculum offer for Halton's young people.
- Strengthening the strategic partnership arrangements with the sub-region's Higher Education institutions.
- Developing a formal Business Engagement Plan.
- Continued support for the strategic development sites at 3MG, Widnes Waterfront and Daresbury.
- Develop a formal business engagement plan and further promote a one-stop approach to how we engage with employers and businesses.
- Supporting business formation and survival.
- Continued promotion of the regeneration of Halton's town centres through private development, redevelopment and renewal opportunities as appropriate.
- Maximising the leverage into Halton of external funding for capital development projects.
- Offering targeted financial support, training and incentives to new business start-ups.
- Encouraging greater levels of 'inter-trading' between Halton businesses.
- Promoting regional and national business start-up programmes, e.g. Princes Trust.
- Providing advice to local businesses to help them participate in public sector and larger companies' procurement and construction processes.
- Encouraging the acquisition of business and budgeting skills by Halton's young people.
- Delivering Enterprise Halton 'Kickstart Enterprise Training' and business start-up grants.
- Delivering an Enterprise Week Programme.
- Encouraging and supporting Community Enterprises.
- Promoting economic diversity and competitiveness within an improved business environment.

- To implement a regeneration plan for the Widnes Waterfront.
- To Implement the Mersey Gateway Regeneration Strategy.
- To implement a regeneration plan for Castlefields according to the Castlefields Team Plan and Regeneration Masterplan resulting in the delivery of The Masterplan's vision of a holistically improved estate.

Area of Focus 6 – Skilled Local Workforce

To develop a culture where learning is valued and skill levels throughout the adult population and across the local workforce can be raised.

Examples of future planned activity could include: -

- Continuing the borough wide Skills for Life assessment and delivery service.
- Mapping and assessing the quality of current provision and identify gaps and areas for improvement.
- Promoting and improving access to the Nextstep service and the All Age Guidance service as it rolls out from September 2011.
- Enhancing existing information, advice and guidance on opportunities within higher education.
- Working with employers, providers and key stakeholders to ensure provision matches current and future demand for apprenticeships, internships and work placements more effectively and supporting them in offering post-entry career development opportunities for existing staff.
- Undertaking a Business Perceptions Survey.
- Implementing the Construction Halton model, focused on delivering community benefits from construction related work in the form of apprenticeships, training and work experience opportunities.
- Continuing the development of Science Halton Routeway.
- Devising & delivering employability programmes responsive to Halton's employment needs
- Continue with programmes aimed at ensuring a highly skilled and highly motivated workforce to have a positive impact upon business growth.
- Promote and support the provision of more apprenticeships by Halton Employers and the delivery of enhanced apprenticeship support.

Area of Focus 7 – Increased Local Employment

To promote and increase the employability of local people and tackle barriers to employment to get more people into work

Examples of future planned activity could include: -

- Putting in place clearly defined strategies to remove barriers faced by the long-term unemployed seeking to return to work. (e.g. Jobcentre Plus Focused Partnership Delivery Pilot).
- Providing better access to affordable and accessible local childcare.
- Creating pathways into employment in new and growing sectors of the economy and link into Job Centre Plus service academies.
- Continuing to provide employers with a 'complete employment offer' (Halton Employment Partnership offer).
- Providing sector/employer specific pre-employment support services for Halton residents.

- Offering a brokering role to link residents with potential volunteering and employment opportunities.
- Working with the Apprenticeship Service to raise employer's knowledge and understanding of the benefits of apprenticeships, internships and work placements.
- Providing structured employment 'tasters' as part of NEET (Not in Education, Employment or Training) engagement programmes.
- Delivering Extended Apprenticeship Support Programme.
- Developing Apprenticeships within the Council.
- Work with the Prime Contractors Ingeus and A4E to deliver the Single Work Programme in Halton.
- Providing suitable transport to enable people to access employment.
- Providing travel planning advice for prospective and existing employers.

Area of Focus 8 – Support and Advice

To maximise an individual's potential to manage and increase their income, including access to appropriate, supportive advice services.

Examples of future planned activity could include: -

- Ensuring that relevant Council activity contributes towards the targets in the Halton Child & Family Poverty Strategy.
- Facilitating the provision and take-up of 'out of hours' financial information, advice and guidance services.
- Working alongside partners to increase the provision and promotion of affordable credit, targeting Halton's most disadvantaged communities.
- Continuing effective employer engagement.
- Support provision of community transport / innovative solutions to ensure accessibility to employment opportunities.

A SAFER HALTON

Our overall aim

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.

Why a Safer Halton?

Crime and the fear of crime affect everybody's lives. It is a major concern according to every survey of Halton residents. These surveys also show that cleaner, tidier communities would make the biggest difference to improving life for people in their local area. We want Halton to be a clean, green, safe and attractive place to live. People should tolerate, value and respect each other, their property and the places where they live.

Key Objectives

- To investigate and tackle the underlying causes of crime and disorder and respond effectively to public concern by reducing crime levels, with a particular

focus on reducing the levels of crime that disproportionately affect some of the more deprived areas.

- To tackle alcohol and drug/substance misuse problems, and the resulting harm that is caused to communities, families and individuals.
- To tackle the problem of domestic abuse in all its forms, supporting the victims and their families and taking enforcement action against perpetrators.
- To safeguard adults who are more vulnerable to physical, financial, sexual and emotional abuse and 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, with a particular focus on promoting community cohesion and adopting a zero tolerance to all forms of hate crime within Halton, so that no-one is victimised.
- We will work together 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 and tackle any potential tensions within communities, in particular those that may lead to extremist activity.

Council Contributions and Key Areas of Focus

In order to contribute towards meeting these key community objectives for a Safer Halton the Council, during the lifetime of this Corporate Plan has identified the following Key Areas of Focus: -

Area of Focus 9 - CONFIDENCE AND COMMUNICATION

To enable Halton residents to feel safer in their homes, neighbourhoods and when out and about in the Borough.

Examples of future planned activity could include:-

- Respect Weeks.
- Provision of activities for young people to tackle Anti Social Behaviour.
- Reparation – communities a say on the type of reparation activity in which offenders should engage and facilitating contact between victims and offenders so that offenders are able to better understand the impact of their actions.
- Development of the Home Watch Scheme to increase residents' involvement in helping to tackle crime and anti social behaviour within their neighbourhoods.
- To inform residents of community safety activity within Halton, so they feel reassured that we are tackling the issues that matter to them.
- To consider the impact on crime and alcohol related disorder through the Licensing Process.
- Burglary Days of Action - to engage directly with those communities that are most at risk of becoming victims of burglary, bringing the services of the Community Safety Team to those areas identified as being most in need of support.
- Designing out crime through the planning process.
- Provision and monitoring of a CCTV system to help identify and tackle crime particularly in the town centres
- Town centre management to work with business to reduce crime.

- Facilitate expansion of FaceWatch scheme from retail areas to include transport operators
- Managing our parks, footpaths and open spaces to reduce the opportunity for crime to take place and to make users feel safer.
- To engage with partners to help ensure there are adequate housing, employment and training opportunities for ex offenders to assist them in changing their lifestyle and offending behaviour patterns.
- Striving to improve safety on Halton's transport network.
- Maximising the use of the Council's legislative powers to deter and reduce environmental crime, thus building community confidence and reducing the fear of crime, increasing resident's satisfaction and improving the "liveability" of their area

Area of Focus 10 - SAFEGUARDING VULNERABLE ADULTS AND CHILDREN

To improve the outcomes of vulnerable adults and children, so they feel safe and protected and when abuse does occur there are local procedures and processes in place to ensure that the abuse is reported and appropriate action taken against perpetrators and to support victims.

Examples of future planned activity could include:-

- Stay Safe Project – taking vulnerable young people whose behaviour or whereabouts places them at risk of significant harm to a place of safety
- Developing a 'Family Focused' approach to young people and their families who are currently accessing many different services to prevent duplicate service intervention and achieve better outcomes for families

Area of Focus 11 - DOMESTIC ABUSE

Everyone is able to live in an environment free from abuse, and where abuse does occur support is given to individuals and their families and action is taken against perpetrators to prevent any re-occurrence.

Examples of future planned activity could include:-

- Co-ordinating a multi agency approach through MARAC to commission interventions such as the Sanctuary Scheme and an Independent Domestic Violence Advocate.
- Supporting a 'Service User' Group to inform services within Halton.
- Adopting a family centred approach to support victims and their families to feel confident to identify abuse, and where appropriate to give evidence so that action is taken against perpetrators.

Area of Focus 12 - SUBSTANCE MISUSE

Supporting individuals and their families to address the problems caused by drug and alcohol misuse, enabling them to become active citizens who can play a full and meaningful part in the community

Examples of future planned activity could include:-

- To commission a substance misuse service that supports more people to become free from their drug or alcohol dependence.

- To work closely with Jobcentre Plus, Halton People into Jobs and the Halton Employment Partnership to support individuals in accessing meaningful employment, education & training opportunities.
- To work closely with the various Health Services to provide opportunities for individuals, carers & families to improve their physical & mental well being.
- To increase the number of community pharmacists providing clean injecting equipment to protect individual & public health.
- Using the experiences of service users & carers to develop our responses to substance misuse.
- To celebrate the successes of individual's in substance misuse services, showing that recovery from addiction is possible, and addressing the negative stereotyping of those with drug and alcohol problems.
- Test Purchasing of underage alcohol sales.
- Introduction, implementation and enforcement of Alcohol Byelaws in Halton.
- Provision of appropriate mental health, drug and alcohol treatment services to offenders to help them turn their life around.

Children and Young People in Halton

Our overall aim

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

Why Children and Young People?

Children and young people are the future of Halton. In time they will become the adults that take responsibility for all aspects of life in the borough. Therefore, it is self evident that we should invest in Halton's future by investing in them. This will make sure they have the best possible start in life, have places to go and things to do that are positive and life enhancing, and the opportunity to fulfil their potential and succeed.

Key Objectives

Halton's Children's Trust has identified three overarching areas where a strong partnership approach is needed to improve outcomes for children and young people. These form the foundation for the Children and Young People's Plan 2011-14. These areas, under which the key outcomes can be clustered, are:

- Improve outcomes for children and young people through effective joint commissioning.
- Improve outcomes for our most vulnerable children and young people by targeting services effectively.
- Improve outcomes for children and young people through embedding integrated processes to deliver early help and support.

Safeguarding plays a significant role in each of these identified areas of work and will be a consistent factor as each priority is addressed.

Council Contribution and Key Areas of Focus

In order to contribute towards meeting these community objectives for Children and Young People in Halton the Council, during the lifetime of this Corporate Plan, has identified the following Key Areas of Focus: -

Area of Focus 13 - Educational Attainment

To improve outcomes for children by increasing educational attainment, health, stability and support during transition to adulthood.

Examples of future planned activity could include: -

- Improving outcomes for children in care and care leavers.
- Increasing the percentage of schools where Ofsted judge overall effectiveness to be good or better.
- Increasing GCSE attainment for 5 or more at grades A*-C including English and Maths.
- Analysing the levels of absence, including persistent absence, across all phases on a termly basis.
- Narrowing the gap in attainment between vulnerable groups and their peers through early identification of need, and effectively targeted school improvement support.
- Conducting data analysis for children in care (including CICOLA – Children in Care of Other Local Authorities) and with schools ensure that action plans for individual pupils are in place.
- Work with transport providers to ensure children have access to safe / affordable transport to allow participation in full range of after school activities and social events.

Area of Focus 14 – Effective Family Services

To deliver effective services to children and families by making best use of available resources.

Examples of future planned activity could include: -

- Ensuring that the Children and Families workforce have Managers who have the appropriate skills and that social workers have the support, skills and competence to enable them to contribute to improving outcomes for children and to maintain professional standards.
- Developing a model of early intervention and prevention providing seamless service delivery to children and families from universal to specialist services.
- Integrating the universal and early intervention services for Disabled Children within the Team around the Family model to reduce the need for more specialist intervention by March 2012.
- Undertaking a comprehensive review of Early Years provision.
- Further developing and implementing commissioning to improve outcomes for Children and Young People.
- Ensuring that service redesign results in the most efficient use of available resources to meet local needs and also delivers the requirements of the Education White Paper/Education Act and the SEN Green Paper.

Area of Focus 15 – Vocational Learning

Provide a seamless transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.

Examples of future planned activity could include: -

- Further developing a 14-19 commissioning framework to improve outcomes for young people.
- To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support.
- Refreshing the Integrated Youth Support Service (IYSS) Strategy and implement the agreed actions.
- Reviewing and improving Sixth Form provision.
- Implementing the action plan from the review of quality and sustainability of The Gateway Key Stage 4 provision
- Provision of appropriate transport to enable young people to access education, employment, voluntary and community work.

Area of Focus 16 – Safeguarding Children

To ensure a safe environment for where they are supported and protected from abuse and neglect.

Examples of future planned activity could include: -

- Ensuring that children requiring interventions at level 3b and 4 of Halton's Levels of Need receive high quality assessments and interventions to improve outcomes.
- Developing, implementing and embedding Child in Need reviewing processes for Halton.
- Developing a shared adoption service.
- Implementing a multi agency Children in Care Strategy for Halton.
- Implementing a Placement Strategy to increase accommodation for care leavers and the number of foster carers in Halton.

Environment and Regeneration in Halton

Our overall aim

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.

Why Environment and Regeneration?

Modern day Halton inherited an exceptional legacy of obsolete and poor quality land, buildings and physical infrastructure that continues to present major challenges in terms of development potential and attractiveness of the area. Putting this right is a key to greater prosperity by boosting regeneration opportunities and improving the image of the borough. A good quality of life can affect investment decisions. High quality schools, good quality affordable housing and attractive open spaces are all strong reasons for investing or relocating to an area.

Good successful economies have robust infrastructures and are well connected, otherwise growth is hampered. Improving the ICT and broadband infrastructure will support businesses in promoting the knowledge economy and support efficiency and innovation.

In terms of the environment, climate change is recognised as one of the most serious challenges facing the UK. The impacts of climate change may be felt within the Borough through warmer summers and wetter winters and an increased frequency of severe weather events. By ensuring that the Borough is resilient to the adverse effects of climate change and by reducing Halton's carbon footprint these climatic shifts will have less of a pronounced effect on Halton's natural and built environments.

This is why the quality of the environment and regeneration in Halton is a priority for the Council.

Key Objectives

- Guide the development of a high quality and sustainable built environment to support Halton's new low carbon economy.
- Provide a well connected, sustainable and accessible borough, including the provision of the Mersey Gateway. Ensure a variety of safe efficient travel and infrastructure options for people, goods, communications and freight.
- Conserve, manage and enhance Halton's physical and natural assets in order to maximise community and other benefits by improving environmental quality.
- Achieve high standards of sustainability by tackling climate change. Minimise waste generation and maximising the reuse, recycling, composting and energy management and recovery from waste resources.
- Provide sustainable, good quality, affordable and adaptable residential accommodation to meet the needs of all sections of society.

Council Contribution and Key Areas of Focus

To contribute towards meeting these key community objectives, the Council has identified the following Key Areas of Focus:-

Area of Focus 17 – Improved Transport

To promote sustainable, safe and accessible transport that meets the needs of Halton's residents, businesses and visitors

Examples of future planned activity could include:

- Implementing the transport strategies and programmes of work contained within Halton's third Local Transport Plan (LTP3).
- Progression of the Mersey Gateway Project
- Implementing the Mersey Gateway Sustainable Transport Strategy that contains a range of transport measures to enhance facilities and encourage walking, cycling and public transport, including the development of a bus based rapid transit network for Halton.

- Continuing to work with public and community transport operators to improve the quality and accessibility of public transport services in Halton to encourage the use of sustainable transport and increase its accessibility by vulnerable groups.
- Making Access improvements to rail services.
- Continuing to enhance transport infrastructure and services to major educational and employment sites in Halton including: 3MG (Mersey Multimodal Gateway), Widnes Waterfront and the Daresbury sites.
- Continuing to maintain and manage the transport network in Halton to ensure that safety and efficiency are maximised.
- Developing a bid to gain funding through the Government's Local Sustainable Transport Fund, focused on measures to promote low carbon economic growth including sustainable transport to employment sites.
- Silver Jubilee Bridge (SJB) Complex Major Maintenance Scheme – Delivery of the remaining programme of major works identified within the revised SJB Complex Maintenance Strategy to ensure continued unrestricted availability of the SJB crossing and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.
- Reducing road casualties within the borough.
- Continuing to work with our neighbouring authorities to facilitate cross boundary movements and improve access to services and job opportunities.

Area of Focus 18 – Quality Built Environment

Provide a high quality built environment that is sustainable, affordable and adaptable to meet the needs and aspirations of all sections of society.

Examples of future planned activity could include:

- Continuing to negotiate with housing providers and partners in relation to the provision of further extra care housing tenancies, to ensure requirements are met.
- Facilitating new housing planning permissions (with good supporting facilities and settings) at a level that respects the net housing growth figure in the Local Development Framework (LDF).
- Maintaining levels of affordable housing provision within Halton that provide quality and choice and meets the needs and aspirations of existing and potential residents.
- Management and delivery of the Castlefields Regeneration Programme.
- Implementing and keeping current Halton's Housing Strategy.
- Ensuring that all development, not just housing, is sustainable, adaptable and meets the requirements of future users in the long term.

Area of Focus 19 – Public Space

Conserve, manage and enhance public spaces for leisure and recreation and foster conservation by protecting key areas.

Examples of future planned activity could include:

- Developing and implementing a Greenspace Strategy which will incorporate biodiversity action planning in line with the Cheshire Region Biodiversity Action Plan
- Promoting the reclamation of derelict or contaminated land for greenspace and/or regeneration.

- Continuing to promote horticultural excellence within the wider urban environment.
- Maintaining the current 12 Green Flag Award Parks to the standard. Promote sponsorship of greenspace assets, including highway greenspace in order to sustain quality standards Borough wide;
- Maintaining local nature reserves and wild spaces to support the Council's efforts to deliver regeneration and a better quality of life in Halton.
- Continuing to promote habitat diversity through existing SLAs and partners.
- Developing and implement the Play Strategy, Sports Strategy and Playing Pitch strategy.
- Continuing to manage development in conservation areas and to listed buildings through the Local Development Framework.
- Improving community sports facilities and increase the community usage of the Stobart Stadium.
- Continuing to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves.
- Ensuring the Rights of Way Improvement Plan is implemented.

Area of Focus 20 – Environmental Quality

Improve environmental quality by tackling climate change, minimising waste generation and maximising reuse, recycling, composting and energy recovery.

Examples of future planned activity could include:

- Developing and implementing the Corporate Climate Change Strategy and Action Plan.
- Implementing the Councils Carbon Management Plan by continuing to promote energy efficiency in all Council buildings.
- Updating the Council's the Waste Management Strategy and developing action plans and implementing services and initiatives to meet the aims and objectives of the Strategy
- Ensure that all residents in Halton have easy access to advice, support and services to help them reduce their waste and to recycle more of what they produce.
- Developing and implementing the Waste Management Strategy.
- Reducing carbon emissions from the council's own activities by 20% and to work with partners, the community and business to help reduce their carbon emissions.
- Growing the low carbon economy, developing low carbon infrastructure and promoting low carbon business clusters.

Attracting investment from environmental industries, exploiting the niche markets of the future and developing low carbon skills.

- Developing and implementing the Affordable Warmth strategy.

Corporate Effectiveness & Efficient Service Delivery

Our overall aim

To deliver continued and positive improvement on the quality of life in the communities of Halton through the efficient use of the Council's resources.

Why Effectiveness and Efficiency?

The preceding sections of this plan set out some vital and challenging objectives and targets for Halton. For the Council to make the fullest contribution to achieving these objectives, it must make sure that the action it takes is effective, and that its resources are deployed in the most efficient way possible to maximise that effect.

The 2010 Comprehensive Spending Review undertaken by Government has reduced the resources available to us. The challenge remains to transform services, looking beyond organisational boundaries to reduce duplication and increase effectiveness, and supporting people through early intervention and prevention in the first place rather than focusing on the problems (prevention is better than cure).

To ensure effectiveness our actions must be targeted on our priorities, be evidence based, and be focused on the needs of the community, especially those identified as disadvantaged. To achieve this, the Council will need to work in partnership with others and demonstrate clear vision and leadership.

The Council has regard to the environmental impact of the goods and services we procure and commission and work together to achieve improvements. The Council will continue to work together with our partners, the community and business to reduce environmental impacts and address climate change. We will monitor our environmental compliance, manage any risks and monitor and improve our environmental performance.

There is a strong commitment to tackling climate change and completing the evolution to a low carbon local economy. The Council is demonstrating leadership in the use and refurbishment of operational assets. Examples include installing voltage optimisers in buildings, a programme of lighting and boiler control improvements, installation of Multi Functional devices across the Council's buildings and the setting up of a Green Champion Network. Additionally, where refurbishment has been necessary, energy efficient measures have been installed. The improvements at Runcorn Town Hall have included an increase in insulation to the roof, double glazing and cladding, solar shading, photovoltaic tiles, sensory lighting, water saving WCs, water saving taps and heating control zoning.

Through democratic accountability and full engagement the Council will ensure that our vision and the actions to deliver it reflect the priorities of the community we serve.

Key Objectives

- To empower local people to have a greater voice and influence over local decision-making and the delivery of services.
- To deliver services in a fair, equal, accessible way to all residents.

- To translate vision and priorities into action and delivery - both directly and through influencing others.
- To redirect resources (financial, human and physical) towards the delivery of the objectives and targets set out in this plan.
- To improve continuously the quality and efficiency of services.
- Ensuring a skilled, motivated, flexible and diverse workforce is in place which will deliver value for money services and in turn make a positive difference to the people of Halton.

Council Contribution and Key Areas of Focus

All organisations require a foundation from which to operate and the resources to provide the goods or services that they deliver. These resources may be financial, physical (i.e. land, buildings and equipment), intellectual (i.e. peoples skills and knowledge), or organisational (i.e. communication, policies, strategies etc).

To manage the efficient alignment of the Council's resources and enhance its organisational capability to deliver upon its priorities as detailed earlier in this plan the Council has identified the following resource priorities.

Area of Focus 21 - Effective partnership working

Engaging with partners and the community, to ensure that our priorities, objectives, and targets are shared, evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

Examples of future planned activity could include: -

- Delivery of the Sustainable Community Strategy 2011-2026.
- Implementing, monitoring and reviewing the Community Engagement Strategy.
- Delivering the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.
- Improving the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.

Area of Focus 22 – Customer Experience

Build on our customer focus by involving more service users in the design and delivery of services, and ensuring equal access for all users.

Examples of future planned activity could include:

- Evolve, improve and redevelop customer contact systems, access channels and availability.
- Embedding the principle of 'the customer experience perspective' in everything we do, making best use of customer intelligence.
- Implementing, monitoring and reviewing the Equality Strategy to ensure that customers are treated fairly and have appropriate access to services.

- Service transformation such as the 'Team around the Family' approach in the Children and Young People Directorate.

Area of Focus 23 – Operational Land and Property

Ensure that all Council buildings are safe and accessible, meet the needs of service users and the organisation, and contribute to reducing energy use and the consumption of natural resources.

Examples of future planned activity could include:

- Implementing the Accommodation Strategy to reduce costs and dispose of surplus assets.
- Acting on climate change through behaviour change; more energy efficient buildings; products which consume less energy; more renewable energy and microgeneration; sustainable low carbon transport; more efficient use of water; and by producing less waste.
- Reducing the amount of outstanding Disability Discrimination Act works (non schools) and the backlog of maintenance on our property portfolio.
- Fulfilling the requirements of Asbestos Audits and Management Regulations.
- Undertaking cyclical Property Condition Surveys.
- Increasing the proportion of the Council's public buildings that are fully accessible to 100%.
- Delivering the Building Schools for the Future Programme at The Grange and Wade Deacon.
- Implementing the Council's Carbon Management Plan which includes energy efficiency measures in corporate buildings.
- Managing the Council's energy consumption to meet the requirements of the Government's Carbon Reduction Commitment.
- Reviewing and modifying the Council's industrial property portfolio to support new and developing enterprise.
- Ascertaining the full cost of holding surplus properties and to identify possible sales.
- Development of a strategic approach to the management of the Council's land and property portfolio.

Area of Focus 24 - People

Ensuring that we are properly structured, resourced and organised with informed and motivated staff with the right skills who are provided with opportunities for personal development. This ensures decision makers are supported through the provision of timely and accurate advice and information.

Examples of future planned activity could include:

- Managing our human resources to ensure that we attract and retain staff in an equitable way, ensure that they have the skills and knowledge that meet organisational need, and provide opportunities for them to achieve their full potential.
- Annually reviewing the Constitution of the Council to ensure that it remains fit for purpose.
- Ensuring that arrangements are in place to ensure business continuity.

- Embedding risk management business planning processes.
- Launching the People Plan to ensure our human resource management is reflective of a modern, excellent authority and consistent with best practice.
- Implementing, monitoring and reviewing the Council's workforce development and learning plans to ensure that the organisation develops, and that employees are attracted, retained and equipped with the skills needed to deliver its priorities; and that a high performance, learning culture is embedded.
- To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions.
- Provide 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.
- Improve the quality and effectiveness of the Council's communications.

Area of Focus 25 - Financial Resources

Manage financial resources effectively whilst maintaining transparency, prudence and accountability to our stakeholders. Enhance our procurement arrangements to further reduce the cost of acquiring goods and services.

Examples of future planned activity could include:

- Implementing the Corporate Efficiency Programme combining the principles of best value with business process re-engineering to identify efficiency gains in priority areas.
- Providing 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.
- Setting and delivering the Annual Audit Plan.
- Setting the Revenue Budget, Capital Programme and Council Tax.
- Ensuring that the capital programme is affordable, prudent and sustainable by setting and monitoring Prudential Borrowing Indicators.
- Developing, identifying and exploiting the potential for further efficiency, including a category management approach to procurement.
- Extending the range of corporate procurement contracts.
- The Council are working towards being at level 3 on the Sustainable Framework for Flexible Procurement by 2010 and reaching level 5 by 2013.

Area of Focus 26 – Innovation and Entrepreneurialism

Take a fresh approach to service delivery, including exploiting the potential of ICT to meet the present and future business requirements of the Council.

Examples of future planned activity could include:

- Supporting the above objectives by maintaining a strategic approach to securing external funding, and maximising external funding secured for the Borough through the promotion of funding sources and the development of high quality grant applications for Council projects and the voluntary and community sector.
- Continuing to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.

- Ensuring that customer access is improved by means of electronic service delivery.
- Delivering the phased implementation of the Information Management Strategy.
- Improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure
- Satisfying the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust hardware infrastructure and software platform.
- Implementing a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.

Making it Happen in Halton

All the objectives and targets outlined here are achievable. However, all of our aspirations will not happen unless we do the job properly. That means money, people, physical resources, proper intelligence and information must be allied with the strength of will to use them in the best way. Resources are already allocated to the priorities set out in this plan. However, we need to allocate resources more selectively if we are to achieve our objectives.

There are a number of changes taking place in the way in which government allocates funds to local authorities, leading to uncertainty about the future levels of such funding, but the rate of growth in government funding is likely to be much lower than in recent years. There are also considerable internal pressures on the Council's budget - for example, pressures caused by rapidly increasing demands in Children's and Adult Social Services.

Given the pressures outlined above, it is clear that there will be little or no new money. We will have either to increase our efficiency and use the savings produced to fund priority areas, or redirect resources from non-priority areas.

Efficiency

Greater inventiveness and innovation will be required in the future given reducing resources. The Council is part way through the implementation of its Efficiency Programme to reduce costs whilst minimising impact on service delivery, the emphasis is very much on shifting to using resources "smartly".

Efficiency is making best use of resources available for the provision of services and efficiency gains are achieved by one or more of the following:

- Reducing inputs (money, people, assets etc) for the same outputs.
- Reducing prices (procurement, labour cost etc) for the same outputs.
- Greater outputs or improved service quality (extra service, productivity etc) for the same inputs.
- Getting proportionally more outputs or improved quality in return for an increase in inputs.

The resources of the Council and its partners are being focused to enable a real impact on the strategic priorities. As a result, the Council will continue to develop services to achieve the objectives and improvement targets within this Corporate Plan.

The Council has a robust performance monitoring framework that will be used to monitor the impact of efficiency measures on service quality. This means:

- Being clear and agreed about what we need to achieve so we are all pulling in the same direction.
- Maximising the funding we can generate or draw in to benefit Halton and developing our own resources and the capacity to help ourselves.
- Co-operating to be more effective, cutting out duplication and waste, and pooling the budgets, knowledge and efforts of different organisations and groups where this makes sense.
- Listening and responding to what matters most to people locally.
- Targeting what we do to where it can make the most difference.
- Doing the kind of things that experience has shown are really successful.
- Checking on progress, letting people know how we are doing, and adjusting as necessary to keep on track.
- The pace at which we can make progress on our priorities will depend on the availability of appropriate resources (money, time, staff, land etc).

In allocating resources and determining the overall level and make up of our budget, we have to balance the achievement of our priorities against the impact of spending levels on the council taxpayer. We are proud of having one of the lowest levels of council tax in the region, allied with our ability still to deliver top quality services to local people.

To implement this, an Efficiency Strategy Group has been established. It will aim to maximise the employment of efficient business practices to maximise efficiency gains, translate them into cash, and allow choices on their re-direction to delivery of quality front line services. Key actions already identified include:

Procurement

A procurement strategy has been developed and the Council will strengthen the corporate procurement function. A new financial management system, with an e-procurement module, has been introduced. The Council is also working closely with the North West Improvement & Efficiency Partnership

Technology

Investment in ICT has allowed strong progress toward lean working. Technology allows remote service delivery, integration with partners and local authorities through secure network links. Safeguarding the personal data held within the many council and partner systems

Partnerships

Partnership working in service delivery will continue to be developed. The Council uses framework contracts for professional services. Pooled budgets have been established with the Health Service, and a joint commissioning framework has been agreed with the PCT. This will enable joint service development to take place in such areas as mental health services and learning disability services.

Energy Management

Control over energy consumption by improving our purchasing, operation, motivation and training practices will result in energy savings for reinvestment into a rolling programme of further energy saving measures.

Productive Use of Time

The Council's Managing Absence policy has been reviewed, the aim is to reduce levels of sickness absence year on year. In addition, a home working pilot is to be evaluated later in the year.

Strong Council Workforce

During major service and organisational transformation it is imperative that we take our workforce with us to help us to create the 'fit for the future' local public services needed to deliver our community priorities. We will be involving our workforce in making these changes and by supporting them in learning both new skills and new ways of working.

The Corporate People Plan, which will provide an over-arching Workforce Strategy across the Council in which all Directorate workforce strategies is currently being developed. This will ultimately ensure a skilled, motivated, flexible and diverse workforce is in place which will deliver value for money services and in turn make a positive difference to the people of Halton.

Managing Risks

The Council recognises the scale of its ambition and is realistic in its expectations of what can be achieved given the scale of resources being deployed. In addition it also recognises that risk management must be an integral part of the performance management framework and business planning process. This will increase the probability of success (and reduce the likelihood of failure) by systematically identifying, evaluating and controlling the risks associated with the achievement of its objectives.

The risk management process focuses attention and resources on critical areas, provides more robust action plans and better informed decision-making. It also fosters a culture where uncertainty does not slow progress or stifle innovation and ensures the commitment and resources of the Council to produce positive outcomes.

As part of implementing this Corporate Plan the Council has adopted a Risk Management Strategy and established a Strategic Risk Register. The Strategy sets out the risk management objectives; the role and responsibilities for risk management of the authority; the categorisation of risks and the approach to risk management action plans.

The Council's risks can be broadly categorised as either "strategic" or "operational". Strategic risks cover those threats/opportunities that could impact upon the achievement of medium and long-term goals. Operational risks cover those threats/opportunities that could impact upon the quality of service delivery.

Complementing this is the Council's business continuity management planning. This provides plans and procedures to ensure the Council can continue its functions in the event of a major emergency.

Equality & Diversity

The Council is determined to deliver its vision of a better future for Halton's people. We are committed to equality for everyone regardless of age, sex, caring responsibilities, race, religion, sexuality, or disability. We are leaders of the community and will not accept discrimination, victimisation or harassment. This commitment to equity and social justice is clearly stated in the adopted Equal Opportunities Policy of the Council. This states that the Council:

- Is committed to promoting equal opportunities in Halton.
- Values diversity and encourages fairness and justice.
- Wants equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation.
- Will combat discrimination and will use its position of influence in the Borough, wherever possible, to help overcome discriminatory barriers.

The Council will work collaboratively to develop effective procedures and policies to combat all forms of unlawful discrimination and to share good practice. It will ensure that all services are provided fairly in order to eliminate discrimination, advance equality of opportunity, and foster good relations in the course of developing our policies and delivering services.

Reasonable adjustments will be made so that services are accessible to everyone who needs them. Cultural and language needs will be recognised and services will be provided which are appropriate to these needs. Partners will monitor the take up of services from different sections of the population. The information collected will be used to inform service planning and delivery.

Equality Impact Assessments will also be carried out on Council policies and services to assess how policies and services impact upon different sections of the community. The results of the Equality Impact Assessments highlight areas for improvement that are dealt with through an Equalities Improvement Plan.

The Council takes complaints seriously. People who feel that they have been unfairly treated have the right to use the complaints procedure established by the Council.

Performance Management

This plan runs for five years, at which point we expect it be reviewed. It is an important step, but only a step, in a much longer journey to build a better future for people in Halton. If we succeed in achieving our targets, they will translate into real improvements for local people, including:

- Longer, healthier lives.
- A better urban environment and reasons to feel pride in Halton.
- Higher standards of education and skills and the greater employment and other life chances that go with them.
- Fewer people trapped by poverty, excluded or held back through some form of deprivation or disadvantage.
- The freedom to feel safe and enjoy life in an attractive neighbourhood.
- This is why it is important to know how we are doing and what headway we are making in meeting the improvement targets we have set ourselves.

By monitoring progress closely we can identify and build on successes, provide necessary assistance or support where progress has not met expectations, and adjust our efforts and resources to adapt to changing circumstances.

The performance management framework provides a mechanism through which those responsible for service delivery can be held to account. It also provides a process highlighting areas where performance has not moved on as expected, so that necessary assistance and support can be made available.

The framework for monitoring and review is essential in making judgements as to whether progress is being made against our stated targets and provides a basis for continued improvement. The Council has spent a considerable effort in developing an inclusive approach to engagement through an innovative community engagement strategy and network arrangements.

We will regularly review activities and services, to ensure that they are addressing the priorities identified within this plan. We will allocate resources to these priority areas, and monitor their effective use in the short and longer term.

We recognise that the solutions to some of these issues will take time to implement, and involve close working with our partners if we are to see real improvements. However, we do expect to see some benefits in the short term in all areas, and where we find progress is not being made then resources will be re-allocated. The Council is revising its performance management framework that will assist in the monitoring and review process. This framework identifies the audiences involved in monitoring performance and the frequency and approach required to undertake it effectively.

This Plan highlights key objectives for each strategic theme and improvement targets by which success can be judged. The Council will report back the public each year on progress against its performance framework in its Annual Performance Plan.

Integration with Council Strategies and Plans

Delivering our priorities also means ensuring that all our strategies and plans - and the plans of other relevant organisations - dovetail together. The main strategies and plans which underpin our priorities include:

- Halton Sustainable Community Strategy 2011 - 2026
- Local Development Framework including the Core Strategy
- Integrated Equality & Diversity Policies and Corporate Equality Scheme.
- Town Centre Strategies.
- Local Transport Plan 3.
- Children & Young People's Plan.
- Sport Strategy.
- Joint Commissioning Strategy for Older People.
- Joint Commissioning Strategy for Carers
- Air Quality Action Plan.
- Climate Protection and Sustainable Energy Strategy.
- Municipal Waste Management Strategy.

- Hate Crime and Harassment Reduction Strategy
- Crime and Drugs Strategy.
- Housing Strategy.
- Corporate People's Plan and associated workforce strategies
- Community Engagement Strategy
- Child and Family Poverty Strategy
- Intergenerational Strategy
- Climate Change Strategy
- Volunteer Policy
- Digital Economy & Inclusion Strategy
- State of the Borough Report
- Joint Strategic Needs Assessment for Health
- Local Economic Assessment
- Waste Development Plan Document

The Corporate Plan has been prepared in the context of other key local plans and strategies. It does not stand alone in isolation; it is an overarching high level strategy that is supported by a multitude of detailed strategies that deal with specific topics and coordinate the delivery of services and projects. It has been drafted to conform to the Halton Sustainable Community Strategy and in this respect this Plan has been prepared to dovetail with other key Partnership plans and strategies. Figure 2 shows this relationship, the SCS forms a central core surrounded by the specific plans that allow the Council and its partners to deliver improvements that make a real difference to the people of Halton.

The Council's Corporate Plan is linked to this whole range of other plans, strategies and reports. These fit together as a system designed to achieve progress on Halton's key strategic priorities and to deliver improvement for local people.

Figure 2: Integration between the priorities of the Sustainable Community Strategy with the Corporate Plan and other key plans and strategies.



The Halton Sustainable Community Strategy has been prepared in the context of other key local plans and strategies. It does not stand alone in isolation; it is an overarching high level strategy that is supported by a multitude of detailed strategies that deal with specific topics and coordinate the delivery of services and projects

REPORT TO: Corporate Policy & Performance Board

DATE: 6th September 2011

REPORTING OFFICER: Strategic Director Policy and Resources

SUBJECT: Performance Management Reports for Quarter 1 of 2011/12

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

To consider and raise any questions or points of clarification in respect of performance management reports for the first quarter of 2011/12 (to June 2011). The report details progress against service objectives/ milestones and performance targets, and describes factors affecting the service for:

- Policy & Performance
- Financial Services
- Legal and Democratic Services
- ICT & Support Services
- Learning & Development
- Property Services
- Catering, Stadium & Registration Services

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the first quarter performance management report;**
- 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 Directorate Overview reports and associated individual Departmental Quarterly Monitoring reports have been previously circulated via a link on the Members Information Bulletin to allow Members access to the reports as soon as they become available. These reports will also provide Members with an opportunity to give advanced notice of any questions, points raised or requests for further information, to ensure the appropriate Officers are available at the Board Meeting.
- 3.2 Where a Department presents information to more than one Policy & Performance Board some reconfiguration of the reports has been

actioned to reflect Board responsibilities as shown in the following papers.

- 3.3 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.
- 3.4 Direction of travel indicators have also been added where possible, to reflect progress for performance measures compared to the same period last year.

4.0 POLICY IMPLICATIONS

- 4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

- 5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Directorate Overview report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.
- 6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

7.0 RISK ANALYSIS

- 7.1 Not applicable.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 Not applicable.

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

None under the meaning of the Act.

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Policy & Resources
<u>Department:</u>	Policy & Performance Extracts from Policy, Planning & Transportation
<u>Period:</u>	Quarter 1 - 1 st April – 30 th June 2011

1.0 Introduction

This quarterly monitoring report covers the Policy, Planning & Transportation Department extracts first quarter period up to 30th June 2011. It describes key developments and progress against 'key' milestones and performance indicators for the Policy & Strategy area and Performance and Improvement Division.

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 3.

2.0 Key Developments

Policy & Strategy

From 1st April 2011 the Policy and Strategy Division has expanded to include Development Management, Building Control and Contaminated Land Teams. The Division has been renamed 'Policy and Development Services'. Delivery of the framework of statutory plans continues.

The Sustainable Community Strategy 2011-26, Children and Young People's Plan 2011-14, Hate Crime Reduction Strategy, and Affordable Warmth Strategy have all been adopted. Both the Core Strategy and the Joint Merseyside Waste Development Plan Document have completed a further round of consultation and are being prepared for submission to Government for independent examination.

There are a multitude of other essential strategies in the final stages of production, for example the Digital Economy and Inclusion Strategy, Workforce Strategy, Equalities Scheme, Child and Family Poverty Strategy, Community Engagement Strategy, Autism Strategy, and Corporate Plan. Policy support continues to be provided to the Children in Care and Safeguarding Groups, a variety of adult social care initiatives, and the Halton Strategic Partnership Governance Refresh.

Performance & Improvement

The coalition government have now finalised the Single Data List, which identifies all data returns that the local authority will need to make to government departments for 2011-12. Additionally central government are now considering consultation responses to the Data List for Arms length public bodies before publishing final requirements.

The government has also published details of performance outcomes frameworks (2011-12) for Adult Social Care and the NHS with a further Public Health outcomes framework (2012-13) currently being subject to consultation.

Such frameworks identify a set of measures that it has been agreed to be of value in measuring progress nationally and locally.

Additionally a considerable amount of work and support has been provided by the Performance and Improvement Division to support continuing inspection regimes for both Children's Services and Adult Social Care.

All statutory year end returns for the above Directorates were submitted on time. This included two new statutory returns – Adult Social Care Survey and Abuse of Vulnerable Adults (AVA) for Adult Social Care. For Children's Services front line workers were actively engaged in the process of collecting accurate information, with their successes celebrated at Front line events in June 2011.

3.0 Emerging Issues

Policy & Strategy

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

Localism Bill

The Bill will devolve greater powers to councils and neighbourhoods and give local communities more control over housing and planning decisions. The Bill was presented to Parliament on 13th December 2010. Line by line examination of the Bill continues and it is anticipated the report will be present to the House of Lords in September 2011.

Health and Social Care Bill

The Bill proposes to create an independent NHS Board, promote patient choice, and to reduce NHS administration costs. The key areas are:

- establishing an independent NHS Board to allocate resources and provide commissioning guidance;
- increase GPs' powers to commission services on behalf of their patients;

- strengthen the role of the Care Quality Commission;
- develop Monitor, the body that currently regulates NHS foundation trusts, into an economic regulator to oversee aspects of access and competition in the NHS;
- cut the number of health bodies to help meet the Government's commitment to cut NHS administration costs by a third, including abolishing Primary Care Trusts and Strategic Health Authorities

The Bill was presented to Parliament on 19th January 2011. On 14th June 2011 the Health Secretary announced changes to the Health and Social Care Bill based on the recommendations from the NHS Future Forum. The Government set up an independent group to review the Health and Social Care Bill. The group is known as the NHS Future Forum and consists of 45 members.

The group reported its findings and recommendations to the Government on Monday 13th June 2011. The Health Secretary made a statement to the House of Commons on Monday 4th April 2011 announcing that there would be a break in the passage of the Health and Social Care Bill. The Bill had received its second reading on the 31st March 2011 and had completed its committee stage in the House of Commons on 31st March 2011. On 21st June 2011 the House agreed a programme motion re-committing certain clauses to the Public Bill Committee to which it previously stood. The Bill is due to have its report stage and third reading on 6th and 7th September 2011.

Education Bill

The Bill seeks to implement the legislative proposals in the Department for Education's schools White Paper, 'The Importance of Teaching' and measures from the Department for Business, Innovation and Skills relating to skills and the reform of higher education funding. This Bill was presented to Parliament on 26th January 2011. Line by line examination of the Bill will take place in July 2011. The next stage is the Committee stage: House of Lords on 12th September 2011 and it is anticipated that the committee stage will take place in September in the House of Lords.

Policing and Social Responsibility Bill

The Bill covers five distinct policy areas:

- police accountability and governance;
- alcohol licensing;
- the regulation of protests around Parliament Square;
- misuse of drugs;
- and the issue of arrest warrants in respect of private prosecutions for universal jurisdiction offences.

First reading took place on 1st April 2011. Line by line examination of the Bill continued during the fifth day of report stage on 14th July 2011. Amendments

discussed covered clauses 104 to 158 of the Bill.

Third reading stage takes place in the House of Lords on 20 July 2011 where final amendments can be made.

Performance & Improvement

A review of the Council's existing performance framework is underway to ensure that our organisational/partnership arrangements for the monitoring and management of performance remain robust and fit for purpose. To date this review has been focussed upon the Council's performance monitoring and internal reporting arrangements. Further consideration will be given to the key role of partner bodies in improving local outcomes in developing appropriate local measures for the Sustainable Community Strategy, given changing national frameworks.

A developing area of work for the Performance and Improvement Team is to ensure that data for the Team Around the Family division is used appropriately to plan services and assess needs in the Borough. The early help and support model, highlighted in the recent Munro review and the Allen report, is one of the main priorities of the Children's Trust.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	20		16		0		4
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Of the 20 'key' objectives / milestones, 16 are on target to be achieved. Delays to the development of certain strategies are noted above and revised dates for their publication/review have been reported.

Further details of progress concerning key objectives/milestones for the service are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	0		0		0		0
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At present there are no objectives/ milestones of this type identified for this service.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	0		0		0		0
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At present there are no key performance indicators of this type identified for this service.

5.2 Progress Against 'other' performance indicators

Total	1		1		0		0
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The one other performance indicator is presently on track and thus not reported by exception at this time. This relates to an internal customer satisfaction survey which is intended to be conducted in the Autumn.

6.0 Risk Control Measures

During the production of the 2011-14 Service Plan, the service was required to undertake a risk assessment of all Key Service Objectives.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

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, 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 Financial Statement

Appendix 3 Explanation of use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPT 01	Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.

Milestones	Progress Q 1	Supporting Commentary
Adoption of the Children and Young People's Plan 2011 – 2016. April 2011		The Children and Young People's Plan has been completed to time against projected deadlines. The document has been approved by the Children's Trust Board and Executive Board.
Adoption of Local Transport Plan 3 2011 – 2026. April 2011		The Local Transport Plan 3 has been completed and submitted to the Department of Transport.
Adoption of Sustainable Community Strategy. April 2011		The Sustainable Community Strategy has been adopted by the Halton Strategic Partnership Board and the Council.
Adoption of Corporate Plan 2011 - 2016. October 2011		A new Corporate Plan has been produced and will be reported to Corporate Policy Performance Board with adoption expected in October 2011.
Examination in Public for the Core Strategy. May 2011		Revised 'Proposed Submission Draft' in May 2011, before proceeding to formal Submission in August 2011.
Adoption of Climate Change Strategy – June 2011		A draft strategy is by the end of the financial year.
Adoption of Child Poverty Strategy – June 2011		An adopted strategy is expected in September 2011
Publish State of the Borough Report – July 2011		An updated State of the Borough Report has been published
Consultation on Site Allocations Development Plan Document. October 2011		Early consultation has been undertaken via the 'Call for Sites' Process.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPT 01 [continued]	Deliver the framework of statutory plans and other key strategies to provide a clear corporate direction for Council services and external partners.

Milestones	Progress Q 1	Supporting Commentary
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Waste Development Plan Document Examination in Public. November 2011		Subject to approval by all six districts (Merseyside and Halton), submission is expected in the autumn with Examination following to a timetable set by the Planning Inspectorate.
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Ref	Objective
PPT 02	Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.

Milestones	Progress Q 1	Supporting Commentary
Monitor performance against the Sustainable Community Strategy Targets 2008-11 and review delivery plans with partners June 2011 .		This work is complete and was reported to the Halton Strategic Partnership Boards in June 2011 and all Policy & Performance Boards in May and June 2011 in the Sustainable Community Strategy Performance Report.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPT 02 [Continued]	Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.

Milestones	Progress Q 1	Supporting Commentary
Analyse, evaluate and disseminate the results of the Adult Social Care Survey June 2011 .		<p>In line with Putting People First, the Adult Social Care Survey was introduced for 2010/11 with the intention of surveying a cross-section of service users receiving adult social care services. 700 surveys were sent by post to a sample of Halton BC Adult Social Care service users. The response rate was positive at 46%.</p> <p>The results show that 93% of people respondents reported that they were satisfied with their care and support services with (24%) extremely satisfied, very satisfied (38%), or quite satisfied (31%).</p> <p>The Adult Social Care survey will now be undertaken annually within the Borough and the results are collated nationally by the Department of Health to monitor to the impact (outcomes) of services provided locally.</p>

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPT 02 [Continued]	Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.

Milestones	Progress Q 1	Supporting Commentary
Review Council and partnership performance frameworks October 2011 .		<p>This work is ongoing pending finalisation of the new national data reporting requirements and further regulatory changes to be confirmed later in the year with publications by various Whitehall Departments. This will ensure that our organisational / partnership arrangements for the monitoring and management of performance remain robust and fit for purpose.</p> <p>To date this review to date has been focussed upon the Council's performance monitoring and internal reporting arrangements. Further consideration will be given to the key role of partner bodies in improving local outcomes in developing appropriate local measures for the Sustainable Community Strategy, given changing national frameworks.</p>
Redesign the performance framework for Adult Social Care having regard to the Department of Health "Transparency in Outcomes" framework and the Care Quality Commission March 2012 .		<p>The government has published details of performance outcomes frameworks (2011-12) for Adult Social Care and the NHS with a further Public Health outcomes framework (2012 – 13) currently being subject to consultation.</p> <p>Such frameworks identify a set of measures that it has been agreed to be of value in measuring progress nationally and locally as noted above.</p>

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPT 02 [Continued]	Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.

Milestones	Progress Q 1	Supporting Commentary
Subject to funding, commission a local perception survey Sept 2011 and analyse the results March 2012 .		The 'Residents Survey' is expected to go ahead during the autumn. This survey will collect information previously provided in the national "Places Survey" and "Tell Us Survey" on local residents perceptions as central to the SCS and Corporate plan.
Revise Children and Young Persons' performance framework having regard to new inspection arrangements for Schools December 2011 .		<p>Frameworks for Children's Services are continuing to be monitored with the new Ofsted framework for School Inspections implemented in January 2012. Schools will be judged on a smaller number of core aspects than before, but those areas will be examined in greater depth. The Bill specifies that inspections in future will report on 'the quality of education provided in the school' and must give priority to; the achievement of pupils at the school; the quality of teaching in the school; the quality of the leadership in and management of the school; and the behaviour and safety of pupils at the school.</p> <p>The changes are expected to result in more streamlined inspections, with fewer judgments and grades, leading to sharper reports on the quality of education provided by schools and the most important aspects of their performance. Higher minimum floor standards will be set. The Annual Ofsted Children's Services Assessment is expected to continue as at present for foreseeable future.</p>

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPT 02 [Continued]	Improve the effectiveness of the support, intelligence, and advice provided to the Council and its partners to inform decisions on policy, resource planning, service delivery and performance and improvement; demonstrating transparency and accountability to our stakeholders and compliance with inspection and regulatory frameworks.

Milestones	Progress Q 1	Supporting Commentary
Conduct a satisfaction survey for all non transactional services February 2012.		To be progressed in conjunction with Research and Intelligence.
Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate March 2012.		Support is ongoing by the Performance & Improvement Division actively with the Directorate. All year end statutory returns were submitted on time. The Council was also pleased to report that under the Inspection evaluation schedule for Performance Management and Quality Assurance the Authority was judged by Inspectors as "Outstanding".
Needs analysis to support the Team Around the Family and targeted interventions in the Children's and Young People's Directorate March 2012.		A developing area of work for the Performance and Improvement Team is to ensure that data for the Team Around the Family division is used appropriately to plan services and assess needs in the Borough. The early help and support model, highlighted in the recent Munro review and the Allen report, is one of the main priorities of the Children's Trust. Development of needs analysis and mapping engagement in services at an earlier stage is critical in ensuring services are targeted and efficiently delivered.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
PPT 04	To prepare and adopt a local development framework (LDF) and to review the LDF on a regular basis ensuring that an up to date development plan is available (statutory requirement). To achieve this by producing the following targets set out in the most current Local Development Scheme (LDS).

Milestones	Progress Q 1	Supporting Commentary
Adoption of the Core Strategy by the Council following public examination December 2011 .		Adoption is dependent upon the speed of the Planning Inspectorate and timetable of the Examination in Public but will not be achievable until the Spring of 2012.

Appendix 2: Financial Statement
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POLICY, PLANNING & TRANSPORTATION DEPARTMENT**Revenue Budget as at 30th June 2011**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	6,198	1,707	1,663	44	1,669
Other Premises	278	121	121	0	199
Hired & Contracted Services	531	74	43	31	158
Supplies & Services	377	90	37	53	69
Street Lighting	1,733	380	397	(17)	491
Highways Maintenance	2,364	600	588	12	1,664
Bridges	89	17	4	13	22
Fleet Transport	1,338	313	321	(8)	321
Lease Car Contracts	786	500	500	0	500
Bus Support – Halton Hopper Tickets	163	27	26	1	26
Bus Support	703	81	81	0	494
Out of Borough Transport	51	9	7	2	18
Finance Charges	358	190	196	(6)	196
Grants to Voluntary Organisations	83	41	41	0	82
NRA Levy	60	15	15	0	15
Total Expenditure	15,112	4,165	4,040	125	5,924
Income					
Sales	-250	-70	-70	0	-70
Planning Fees	-416	-83	-95	12	-95
Building Control Fees	-182	-45	-38	(7)	-38
Other Fees & Charges	-500	-107	-140	33	-140
Rents	-14	-4	-3	(1)	-3
Grants & Reimbursements	-504	-97	-80	(17)	-80
School SLAs	-27	0	0	0	0
Recharge to Capital	-359	0	0	0	0
Total Income	-2,252	-406	-426	20	-426
Net Controllable Expenditure	12,860	3,759	3,614	145	5,498
Recharges					
Premises Support	810	140	136	4	136
Transport Recharges	477	110	99	11	102
Asset Charges	8,748	0	0	0	0
Central Support Recharges	2,606	651	652	(1)	652
Departmental Support Recharges	352	1	1	0	1
Support Recharges Income – Transport	-3,928	-908	-895	(13)	-895
Support Recharges Income – Non Transport	-3,577	-477	-477	0	-477
Net Total Recharges	5,488	-483	-484	1	-481
Net Departmental Total	18,348	3,276	3,130	146	5,017

Appendix 2: Financial Statement**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 1 is below budget profile. This is due to a number of expenditure and income budget areas.

Staffing is below budget to date due to vacancies within the Bridge & Maintenance division. These post have now been filled and therefore staffing costs should be more in line with budgets for the remainder of the financial year.

Supplies & Services is below budget due to a combination of small variances to date across all the divisions. The largest variance relates to computer expenditure within the department but this is expected to be spent by the financial year end.

Hired and Contracted Services is slightly below budget in a number of areas, the main area being Traffic Management. However, this will be spent by the end of the financial year.

With regards to works budgets – Street Lighting, Highways Maintenance and Bridges these budgets usually incur expenditure towards the end of the financial year due to the nature of the work undertaken. As a result these budgets will be spent by the financial year-end.

The local bus cross boundary income budget linked to this is expected to underachieve by £54,000 as other authorities have stopped their subsidy.

Planning and Building Control fee budgets were reduced in this financial year as the targets were unachievable due to increased competition from the private sector and the current economic climate. This has resulted in them being in line with budget.

Fees and charges is above budget to date largely due to the MOT & Repairs Station within the Logistics division.

Grants and reimbursements are below budget to date due to supervision of private sector development. This income is ad hoc and therefore difficult to estimate.

At this stage it is anticipated that overall spend will be in line with the Departmental budget by the financial year-end and 11/12 savings will be met.

Appendix 2: Financial Statement
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POLICY, PLANNING & TRANSPORTATION**LSP, External or Grant Funded Items as at 30th June 2011**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committe d Items
	£'000	£'000	£'000	£'000	£'000
Accessible Transport Neighbourhood Travel Team	24	6	0	6	0
LSP Team	46	12	20	(8)	20
Transition Fund	107	27	16	11	16
Total Local Strategic Partnerships Funding	177	45	36	9	36

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

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Policy and Resources
<u>Department:</u>	Finance
<u>Period:</u>	Quarter 1 – 1 st April 2011 to 30 th June 2011

1.0 Introduction

This monitoring report covers the Finance Department's first quarter period up to 30th June 2011. It describes key developments and progress against all objectives and performance indicators for the service.

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

2.0 Key Developments

Efficiency Programme Office

During this first quarter, the revised service delivery arrangements in the One Stop Shops went 'Live'. This has placed benefit officers on the front line, enabling an enhanced benefits processing service for customers, alongside the generic customer service operation as before. Efficiency savings of £487,000 have been generated. Initial indications are that the new arrangements are successful and an evaluation is currently underway.

The Review of the Open Spaces workstream has been closed following an evaluation of service delivery which indicated that the management and maintenance of open spaces in Halton has continued to be delivered to a satisfactory level.

The review of the Contracted Services to Schools workstream has been closed following the implementation of revised SLA's between service departments and schools to ensure that cost recovery is being achieved. This activity has now been passed to the Procurement Unit to be managed operationally.

Three new workstreams have been started. The Review of:-

- Community Services
- Development Services (Development Control, Building Control and Contaminated Land)
- Social Care Commissioning (Adults & Children's)

Procurement Division

During this first quarter Executive Board approved an amendment to Procurement Standing Orders Parts 3 and 4 to move the financial thresholds where by an officer can utilise the Chest E Portal system to obtain three quotations up to the value of £156,442 (Part 4) (European Union Law threshold for goods and services) This new process of seeking a quotation up to this higher threshold must be deployed via the Chest system/Procurement Division for a simple or advanced request for quotation based on a risk assessment.

This will improve efficiency in terms of officer time significantly in now undertaking a request for quotation rather than a formal tender up to this value. It will push more activity via the Chest and make our spending more transparent, easier to access via this portal for businesses plus reduce the bureaucracy of the process from which officers and the business community will benefit.

Full Council approved the changes to Standing Orders on 20th July 2011.

Revenues and Benefits Division

Benefits

At 30th June 2011 processing times are one of the best within both Merseyside and Greater Manchester, with new claims being processed on average within 14.92 days and changes in circumstances being processed in 3.65 days. This is an improvement on the same time last year when new claims were being processed in 15.51 days and the changes in circumstances figure was 5.42.

Revenues

During this first quarter of 2011-12, Council Tax Collection has remained on par with last year. Direct Debit take-up is currently running at 68.83%, which is up 1.44%.

The new Tesco distribution facility was added to the rating list in May 2011. With an annual rateable charge over £1m, this has resulted in a temporary reduction in the overall collection rate for Business Rates. As payments are made against this debit, collection rate should return to previous levels

Welfare Rights

The Team reduced in size in April 2011 and changed the way in which it operates. It has been necessary to move away from basic form completion and surgery duties, and focus more on giving quality telephone advice and specialist appeal / debt work. The team have also continued to take referrals from internal departments including Social Work teams & Foster Care arrangers. The period of change has started to settle down and new systems to bed in.

The demand for the service remains high and the achievements of the team clearly quantifiable. As an example, between April 2011 and June 2011, representation was given at 24 hearings, achieving a 92% success rate for our clients.

Halton Direct Link (HDL) and Contact Centre

The Council's Efficiency Review of Halton Direct Link and Revenue & Benefits Division, which combines Customer Services Division with Revenues and Benefits Division into a new structure, was formally accepted in January 2011, and implemented from the end of April 2011. This has proved to be a major success. Costs have been reduced and achieved with a £487k reduction in budget.

A review of the Council's Contact Centre is currently ongoing and options for Future Service Delivery models are being explored. The 'As Is' Report, or the current situation, was submitted to the Efficiency Programme Board in May 2011.

On-going Customer Satisfaction Exit Surveys carried out during Quarter 1 have again revealed very positive results. 92.8% of customers questioned in the One Stop Shops found the waiting times to be acceptable and 85.9% of those contacting the Contact Centre found the waiting time acceptable. Quality of service received was rated very high with 90.5% of customers in the One Stop Shops and 80.4% of customers using the Contact Centre rating the service as Very Good.

Audit & Operational Finance Division

Internal Audit

The UK Bribery Act 2010 is a new piece of legislation designed to help combat bribery and corruption, which simplifies the existing law on bribery, enabling the courts to deal with it more effectively. The new Act comes into force on 1 July 2011. Penalties under the Act include fines and/or imprisonment for up to ten years (for the more serious offences).

Under the Act there are four offences:

- Bribing another person;
- Receiving a bribe;
- Bribing a foreign public official; and
- Failure by a commercial organisation to prevent a bribe being paid for or on its behalf.

Internal Audit is working with Legal Services in reviewing the Council's arrangements to counter bribery. Procurement Standing Orders have already been updated to take account of the Act. The Anti-Fraud & Corruption Strategy, Fraud Response Plan, and documentation associated with the procurement process will also be reviewed and updated as necessary.

The 2010/11 Internal Audit Annual Report was approved by the Business Efficiency Board on 29 June 2011.

Insurance

The contract for the Council's main insurance programme was awarded to Travelers Insurance Co. Ltd with effect from April 2011 following a competitive tendering exercise, details of which were reported to Executive Board Sub-Committee on 26 May 2011.

Finance Support Services

In the first quarter of 2011/12, 90.89% of all invoices processed had been paid within 30 days. This represents a slight improvement on 2010/11 performance. The way in which the Council processes its invoices is currently being reviewed under the Transactional Services workstream of the Efficiency programme. Work is also being undertaken with some of the Council's major suppliers to develop more efficient ways of processing large volumes of invoices.

The Council's income control and reconciliation function has been reconfigured since the closure of the cash desks at Widnes HDL and Halton Lea HDL at the end of March 2011. The remaining staff from the Cashiers team have transferred to Finance Support Services and a range of alternative means of collecting and banking income have been introduced.

Direct Payments Team

The Direct Payments Team transferred to the Audit & Operational Finance Division from the Communities Directorate in April 2011. Direct Payments are an alternative way for service users to receive the support that they have been assessed as needing, through the Council making payments to them in order for them to arrange and purchase their own support. The Direct Payments Team has responsibility for the financial auditing of the Direct Payment accounts. The number of service users in receipt of Direct Payments is expected to increase significantly as part of the Personalisation agenda.

Client Finance Team

Following the closure of the cash offices alternative arrangements have been implemented to pay weekly personal allowances to individuals for whom the Council acts as 'Corporate Appointee'. The new arrangements allow service users to collect personal allowances from any branch of the post office on the production of a bar coded letter which is sent to the individuals on a weekly basis. These arrangements have now been in place over three months and are generally operating effectively.

Financial Management Division

The Council's 2010/11 final accounts have been completed and the draft Statement of Accounts prepared, for the first time in full compliance with International Financial Reporting Standards (IFRS). The Audit Commission have commenced the audit of accounts and will report their findings to the Business Efficiency Board on 28th September 2011, following which; the Statement of Accounts will be published.

Inflation has continued to rise during this quarter with the Consumer Prices Index (CPI) now at 4.2%, well above the Bank of England's 2% target rate and the Retail Price Index (RPI), which includes mortgage costs, now at 5.0%. The main upward pressure on inflation is coming from food, fuel and utility costs. The impact of rising inflation is therefore being monitored closely in terms of spending against the Council's 2011/12 budget.

The Audit Commission reported their 2011/12 Annual Audit Fee Letter to the Business Efficiency Board on 29th June 2011. This set out an outline of the Commission's work programme and proposed fees for 2011/12.

3.0 Emerging Issues

Procurement Division

The work stream for Traded Services has now been established and the Head of Procurement is leading this in terms of reviewing and managing the Service Level Agreement (SLA) to schools across the Council and piloting a procurement service to schools as well as seeking opportunity to develop external trading arms with other public sector bodies.

Revenues and Benefits Division

Benefits

From 3rd May 2011 Benefit Officers have been located in the Halton Direct Link shops delivering the Benefits Service directly to customers who use the shops. The initial statistics and feedback from customers and staff indicate that the new working arrangements are delivering an improved service to Benefits customers with their claims being processed while they wait.

The government will be issuing its proposals next month on the new Council Tax rebate scheme that will replace Council Tax Benefit. This is a major change to the current system because the early indications are that local authorities will receive a set amount of funding, and have a certain amount of discretion on how to distribute it to claimants. There will be significant local policy issues to consider, as well as the need to address the associated operational changes to administer the new system.

Revenues

Business Rates

The extension of the Small Business Rates Relief scheme (SBRS) for a further 12 months from 1st October 2011 to 30th September 2012 is still awaiting parliamentary approval. Also, Government plans to review the Business Rates process so that councils retain locally raised business rates. No dates or further details have been provided.

Welfare Rights

The radical welfare reforms proposed by the government are due to bring in the biggest changes to the welfare state for over 60 years. These reforms are wide ranging but include;

- all claimants receiving Incapacity Benefit/ Severe Disablement Allowance having to be assessed for Employment Support Allowance/ Jobseekers Allowance and many long term claimants having to become "work focussed"
- Disability Living Allowance being replaced with a more restrictive Personal Independence Payment
- radical changes to the Social Fund
- the introduction of Universal Credit
- Many substantive piecemeal changes to the benefits system.

The Macmillan Welfare Rights Officers are tasked to learn from the new surgeries offered at Halton Hospital and to see how and if a similar service could be offered at other local hospitals (especially the Lilac Centre at St Helens Hospital) that Halton residents attend. This links clearly into the new duty on the local authority to be responsible for public health.

Audit & Operational Finance Division

Internal Audit will report details of the audit work completed in the first quarter of 2011/12 to the Business Efficiency Board at its next meeting on 29th September 2011.

Travelers, the Council's new insurer, will be undertaking liability surveys in August 2011 at the Stadium, the Municipal Building, Picow Farm Depot, and the Brindley. The surveys will seek to identify potential risk exposures that may lead to personal injury or harm, damage to property or generate claims for damages. Recommendations will be made, if appropriate, to help the Council improve the management of any risk exposures identified.

The Direct Payments Team will relocate from Runcorn Town Hall in July 2011 and join the rest of the Audit & Operational Finance Division in Kingsway House.

A joint response has been made with the Liverpool City Region to the DCLG consultation regarding the Future of Local Public Audit, given the forthcoming abolition of the Audit Commission. The consultation was reported to the Business Efficiency Board on 29th June 2011.

Financial Management Division

In March 2011 the Government published terms of reference for its Local Government Resource Review. The purpose of the review is to consider the way in which Councils are funded, with a view to giving Councils greater financial autonomy and strengthening the incentives to support local economic growth. It also seeks to reduce the reliance upon central government funding and focuses upon reforms to the business rate system including the links to Formula Grant. The outcome of the review will be implemented from 2013/14.

The Local Government Association consulted Councils in June 2011 in order to provide a response to the terms of reference. On 18th July 2011 the Government issued their proposals in respect of the business rate system for consultation, with responses due by 24th October 2011. The consultation will now be considered in liaison with Members, local government bodies and Liverpool City Region, in order to make an appropriate response taking account of the implications for Halton.

Work is continuing with Management Team and the Budget Working Group to identify potential budget savings proposals for 2012/13 and beyond.

Support continues to be provided on the financial aspects of the Mersey Gateway development, the partnership with Merseyside Waste Disposal Authority for the procurement of waste treatment and disposal facilities, and equal pay claims.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	9		9		0		0
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All of the key objectives/milestones for the Department are on track to be 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 of the key performance indicators for the Department are on track to be achieved and details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	5		5		0		0
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All 'other' performance indicators for the Department 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 2011-12 Service activity, the service was required to undertake a risk assessment of all Key Service objectives.

Where a Key service objective has been assessed and found to have an associated 'High' risk, progress against the application of this risk treatment measures will be reported in quarters 2 and 4

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 2011 – 2012.

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 Strategy to Executive Board November 2011		On track to report the Strategy to Executive Board in November 2011.
Report to Council in March 2012		Work is on-gong with Management Team and the Budget Working Group to develop budget proposals for 2012/13.

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		Reports all issued on schedule to date.
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 2010/11 outturn was reported to Executive Board Sub Committee on 15 th July 2011, showing an overall revenue underspend and 85% spend against the capital programme. 2011/12 Quarter 1 will be reported on 8 th September 2011.

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 by 30th June 2011 .		The draft Abstract of Accounts was prepared and signed-off by the Operational Director, Finance by 30 th June 2011. The Audit Commission are now undertaking the audit of accounts based upon the draft Abstract.
Publish the Abstract of Accounts by 30th September 2011 .		On track to publish the Abstract of Accounts by 30 th September 2011.

Ref	Objective
FSO4	<i>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy</i>

Milestones	Progress Q41	Supporting Commentary
<i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2011.</i>		The 2011/12 Treasury Management Policy was approved by Full Council on 2 nd March 2011.
<i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i>		2010/11 Quarter 4 was reported to Executive Board Sub Committee on 26 th May 2011. Quarter 1 will be reported on 8 th September 2011.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
FSLI 01	Receive an unqualified audit opinion on the accounts	Yes	Yes	N/A			The audit of accounts is underway and indications at this stage are that an unqualified audit opinion will be received.
FSLI 04	Percentage of all invoices that were paid within 30 days	90.67	91	90.89%			Q1 2010/11 collection rate was 93.77%
FSLI 05	Proportion of Council Tax collected	97.00	96.50	29.14%			0.05% down on the same time last year which was a record year for collection
FSLI 06	The percentage of Business Rates which should have been received during the year that were received	97.59	99	29.24%			3.62% down on same time last year. This is as a result of a new Tesco property being added to the rating list which has an annual rateable charge of over £1m. This has resulted in a temporary reduction in the overall collection rate but as payments are made against this debit, the collection rate should return to previous levels.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency							
<u>FSLI 08</u>	Achieve investment returns for the year higher than benchmark.	2.19%	0.46%	1.09%		N/A	Despite continued low rates of interest, the Council's investment interest is currently above the benchmark. This is due to having obtained a number of advantageous fixed rate investments last year which are now coming to an end and therefore actual rates achieved will come more into line with the benchmark during 2011/12.

Appendix 3 Financial Statement

FINANCE DEPARTMENT

Revenue Budget as at 30th June 2011

	Annual Budget	Budget To Date	Actual Spend To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
<u>Expenditure</u>					
Employees	7,530	1,887	1,863	24	1,863
Supplies & Services	310	130	124	6	147
Other Premises	122	41	37	4	37
Agency Related	1	0	0	0	0
Insurances	2,001	1,128	1,191	(63)	1,191
Charitable Relief	103	0	0	0	0
Concessionary Travel	2,236	373	373	0	373
Council Tax Benefits	11,194	11,144	11,139	5	11,139
Rent Allowances	47,590	11,593	11,591	2	11,591
Non HRA Rebates	101	12	12	0	12
Total Expenditure	71,188	26,308	26,330	(22)	26,353
<u>Income</u>					
Fees & Charges	-41	-10	-13	3	-13
SLA to Schools	-1,126	-340	-340	0	-340
NNDR Administration Grant	-169	0	0	0	0
Hsg Ben Administration Grant	-1,346	-336	-337	1	-337
Rent Allowances	-46,992	-12,523	-12,527	4	-12,527
Council Tax Benefits Grant	-11,060	-2,794	-2,798	4	-2,798
Other Grants & Reimbursements	-799	-134	-142	8	-142
Liability Orders	-345	-156	-157	1	-157
Non HRA Rent Rebates	-101	-25	-23	(2)	-23
Total Income	-61,979	-16,318	-16,337	19	-16,337
Net Controllable Expenditure	9,209	9,990	9,993	(3)	10,016
<u>Recharges</u>					
Premises	367	83	82	1	82
Transport	88	22	23	(1)	23
Asset Charges	469	83	83	0	83
Central Support Service	1,062	265	265	0	265
Support Service Income	-6,460	-1,614	-1,615	1	-1,615
Net Total Recharges	-4,474	-1,161	-1,162	1	-1,162
Net Department Total	4,735	8,829	8,831	(2)	8,854

Comments on the above figures:

In overall terms spending is slightly above budget to the end of quarter 1.

With regards to expenditure, employee costs are lower than budget due to vacancies that exist within the Audit and Operational Finance division. These will act as contributions towards the Department's staff turnover savings target.

Insurance expenditure is over budget at the end of the period. This is due to the volume of public liability claims paid during the first quarter. This situation will be monitored closely throughout the remainder of the financial year.

Within the Department's annual budget figures are the following unallocated 11/12 savings targets:

£146k Revenues & Benefits / HDL / Contact Centre Efficiency Review
£350k Procurement savings (relating to contracts across all Directorates)
£175k SLA to Schools additional income target (relates to all Directorates' SLAs)

Work to achieve these savings targets is currently ongoing.

At this stage it is anticipated that spend will be in line with the total Departmental budget at the end of the financial 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		<i>Indicates that performance is better as compared to the same period last year.</i>
Amber		<i>Indicates that performance is the same as compared to the same period last year.</i>
Red		<i>Indicates that performance is worse as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Policy and Resources
<u>Department:</u>	Legal & Democratic Services
<u>Period:</u>	Quarter 1 – 1 st April 2011 to 30 th June 2011

1.0 Introduction

This monitoring report covers Legal and Democratic Services first quarter period up to 30th June 2011. It describes key developments and progress against key objectives and performance indicators for the service.

The way in which the traffic light symbols and direction of travel indicators have been used to reflect progress is explained within Appendix 6.

2.0 Key Developments

The revised Constitution was approved by the Council at its meeting in April 2011. The Creamfields Event licensing application was dealt with effectively in April 2011.

The Local Election and Referendum were carried out successfully in May 2011.

New Member inductions have been carried out.

The Internal Print Unit has introduced a satisfaction survey, which showed 97% satisfaction with service provision in Quarter 1.

3.0 Emerging Issues

The website project is underway between Communications and Marketing and I.T. Services to review and update content. The scope of this project covers branding, usability, site structure, content, features and functionality.

Work continues towards the opening of The Hive Leisure Park in October 2011.

Substantial revision has been carried out to the Procurement Standing Orders to improve efficiency. Executive Board has approved the changes and referred them to Council in July. 2011.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	2		2		0		0
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Both 'Key' objectives/milestones are on track to achieve annual targets. Additional information can be found in Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	11		9		2		0
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Of the 11 'other' objectives/milestones, 2 are being reported by exception at this time. Further details are in Appendix 2.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	1		1		0		0
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On target with good Quarter 1 progress. Details are in Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	15		6		4		1
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Of the 15 'other' performance indicators, 5 are being reported by exception at this time. Additional details are provided in Appendix 4.

6.0 Risk Control Measures

During the Development of the 2011-12 Service activity, the service was required to undertake a risk assessment of all Key Service objectives.

Where a Key service objective has been assessed and found to have an associated 'High' risk, progress against the application of this risk treatment measures will be reported in quarters 2 and 4

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 2011 – 2012

8.0 Data quality statement

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

9.0 Appendices

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

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
LD 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 2012		On course to be achieved by target date as work on the ISO Internal Audits continues.

Ref	Objective
LD 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 2011		The Constitution was approved by full Council in April 2011.

Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
LD O4	Improve the quality and effectiveness of the Council's communications

Milestones	Progress Q 1	Supporting Commentary
Review and retender press cutting service April 2011	?	Investigating other suppliers to compare services provided and costs.
Customer Satisfaction Survey September 2011	?	Will meet with Research & Intelligence to discuss the possibility of carrying out a survey of our internal customers.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>LDLI 01</u>	No. Of Members with Personal Development Plans (56 Total)	51 (91%)	56 (100%)	45 (80%)			Progress is good and the same as the corresponding stage last year.

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
LDLI 06	Average time taken to complete Conveyancing Transactions	488	300	485	?		The figure has been distorted by the recent completion of very complex, longstanding matters.
LDLI 07	Average time taken to complete Child Care Cases (calendar days)	336	225	350			Child care cases are complex and lengthy and resultant timescales are not always within the control of the legal staff involved.

Fair Access							
LDLI 08	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	211	600	92	?		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.
LDLI 09	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	27	200	9	?		

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Fair Access continued							
LDLI 15	% of people satisfied or more than satisfied with visit to Council Website www.halton.gov.uk	68	85	65	?		Satisfaction is likely to be affected while there are two websites up and running, and content of the new site is incomplete. IT Services and Communications & Marketing have begun a major project to review the website. The scope of this project covers branding, usability, site structure, content, features and functionality The first phase is to work on the content of the site.

Appendix 5: Financial Statement

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30th June 2011

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,095	561	588	(27)	588
Supplies & Services	422	158	142	16	167
Civic Catering & Functions	59	7	5	2	5
Legal Expenses	229	74	64	10	64
Members Expenses	773	196	206	(10)	206
Total Expenditure	3,578	996	1,005	(9)	1,030
Income					
Land Charges	-130	-32	-23	(9)	-23
School SLA's	-24	0	0	0	0
License Income	-315	-60	-42	(18)	-42
Print Unit Fee Income	-303	-50	-29	(21)	-29
Government Grant	0	0	-34	34	-34
Other Income	-73	-18	-12	(6)	-12
Transfers from Reserves	-22	-22	-22	0	-22
Total Income	-867	-182	-162	(20)	-162
Net Operational Expenditure	2,711	814	843	(29)	868
Recharges					
Premises Support	485	106	106	0	106
Transport Recharges	39	10	10	0	10
Asset Charges	2	0	0	0	0
Central Support Recharges	1,574	393	393	0	393
Support Recharges Income	-2,239	-560	-560	0	-560
Net Total Recharges	-139	-51	-51	0	-51
Net Departmental Total	2,572	763	792	(29)	817

Comments on the above figures:

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

Regarding expenditure, Employee costs are in excess of the budget, which in the main is due to the costs associated with staging the May 2011 local elections.

Supplies & services expenditure is lower than the budget at the end of the quarter. It is anticipated that this trend will continue to the end of the year and will partly offset the anticipated shortfalls in income.

Appendix 5: Financial Statement

Regarding Income, Land Charges income is lower than the budget however this is being offset by the receipt of a Resolutionary Subsidy Grant to cover the costs of both potential claims and loss of fees for the revocation of personal search fees and local land charges.

Licenses income is currently below the budget, which is a result of reduced uptake in new licenses due to the economic downturn. It is anticipated that this income target will be unachieved at the end of the financial year.

Print Unit Fee income is also below budget. This is the result of saving pressures, which has had a knock on effect in the volume of printing requisitions passing through the print unit. It is anticipated that this income target will be unachieved at the end of the financial year.

At this stage it is anticipated that spend will be in excess of the budget at the end of the year.

Appendix 6: Explanation of use 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		<i>Indicates that performance is better as compared to the same period last year.</i>
Amber		<i>Indicates that performance is the same as compared to the same period last year.</i>
Red		<i>Indicates that performance is worse as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Policy and Resources
<u>Department:</u>	ICT & Support Services
<u>Period:</u>	Quarter 1 – 1 st April 2011 to 30 th June 2011

1.0 Introduction

This monitoring report covers the ICT Services first quarter period up to 30th June 2011. 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 Members ICT rollout has been a successful project with all but 9 users now moved over to the new Netbook devices and the new improved version of Citrix Zen App. The remaining 9 users will need to transfer to the new service by the 31st August 2011 as the Old Service will have to be switched off at this point, otherwise this will incur substantial additional costs and compliance issues if not removed by this date.

Care First 6 is now 'Live' within the Children in Need Service with a detailed rollout plan agreed for all other service users over the coming months.

The "Lync" telephony System is now 'Live' and has passed through the test period, the rollout to the Administrative Support Service will take place mid-August 2011 followed by a rollout to the Children's teams in September 2011 to coincide with the rollout of Windows 7 and Office 2010.

All staff have now settled into the new offices within the Municipal Building and the new ways of working have focused upon flexibility and the greater use of technology. These changes have started to enable this flexible work space to prove its objective. This includes the removal of all paper files throughout the service and enables effective changes to the working arrangements such as home working and the greater integration of all teams within the services.

Halton People into Job's are now fully security compliant and in a position to secure the A4E contract following the considerable amount of work undertaken by the ICT security and operational teams to enable compliance with the strict guidelines issued for the use of technology and data management within this area.

3.0 Emerging Issues

Projects such as the rollout of Windows 7, Office 2010 and the implementation of SharePoint will inevitably bring with it some training challenges over the coming months, as well as, a large number of positive and welcomed changes to the way we work; including the way in which we deal with and control documents, email and the flow of information throughout the authority. Together, this solution will enable efficiencies to be generated through changes to service solutions and surrounding process in many areas.

Training plans are currently being developed to encompass how all of these solutions form a fully integrated suite of user driven systems and data management solutions.

CoCo (Code of Connection) reassessment is with us again and a considerable effort is underway to retain compliance and improve upon existing policies and the subsequent communication of these policies.

The development of the new Agresso financial management solution has now started with an October 2011 Target date for rollout.

Schools are now starting to come on line with new network and PC support services, and plans for the upgrade of network services allowing faster internet speeds are underway also a number of additional chargeable services are being planned.

Health integration: - Working arrangements are being progressed with Knowsley and St. Helens councils allowing connectivity between the authorities and the health partners enabling improvements to operational needs and working toward reducing the multi system requirements that are in place at the moment for many of the care workers across each of the authorities. This will be a long term project but connectivity, and the development of secure options for data integration is a major step forward in this area and one that has taken a number of years to develop.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	27		26		1		0
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Service objectives are moving forward to plan with a positive performance on all but one of the objectives, and the need to reallocate resource has delayed the implementation of the virtualisation objective for the desktop environment, but, the Citrix developments surrounding the rollout of Zen App have supported any immediate requirement and removed any impact this may have had. Further information can be found in Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	9		9		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	3		3		0		0
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All 'Key' Performance indicators are presently on track to achieve annual targets; additional information can be found within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	6		6		0		0
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All other performance indicators for the Department 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 2011-12 Service activity, the service was required to undertake a risk assessment of all Key Service objectives.

Where a Key service objective has been assessed and found to have an associated 'High' risk, progress against the application of this risk treatment measures will be reported in quarters 2 and 4

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 2011 – 2012.

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
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
Voice Over Internet Protocol (VOIP) Services May 2011		Microsoft Lync has been installed and is in use by ICT and members of Admin Services. The use of VOIP provides a means by which telephone calls can be made via the PC. The system has the potential to reduce longer term telephony costs for the authority and will be rolled out over the course of the next year.
Information Management Governance Group (IMGG) Strategy Development and Implementation May 2011		The IMGG is responsible for the authorisation process for Information Governance and Security policies that links into the ICT Strategy Board and provides overall strategic guidance and direction to Information Governance, Security, Risks and Incidents. Within the last quarter the IMGG has been part of the approval process for the now published Acceptable Use Policy, Information Security Leaflet, Information Security Incident Management Policy, Information Security Risk Policy, Information Governance Handbook and involvement with the Information Governance Team taking over the coordination of the Freedom of Information requests. There are already another three policies that are currently being reviewed by the IMGG which will be published within the coming months.
Wide area network (WAN) review/upgrade July 2011		The reconfiguration of the WAN so that Quality of Service (QoS) is enabled for the new telephony system has been completed. We are currently in discussions with Telecoms Providers about increasing our Internet Bandwidth capacity
Local area network evaluation July 2011		Cisco Edge Network Switch replacement capital bid successful. The switches have been ordered, delivered and are being installed in a rolling programme in support of the Authority Wide Telephony System (Microsoft Lync)

Appendix 1: Progress Against 'key' objectives / milestones

Wide area wireless networking July 2011		Evaluations of options taking place in order to provide a cost effective Wireless Wide Area Network. A trial wireless network between Municipal Building and The Waterloo Centre has been installed for the Mersey Gateway Team
Cisco Core Switch Replacement July 2011		A replacement programme for the Core Switch has been initiated, equipment purchased and installed. This has been completed.
Tribal Synergy Connect July 2011		The development of additional modules within Synergy Connect and improved import data routines will be completed in July 2011
Real time data capture schools June 2011		Automated data collection currently takes place on a weekly basis. The acceleration towards real time daily capture is under review whilst the new import processes to Tribal Synergy Connect are being implemented.
CareFirst6 Children in Need (CIN) Teams 1-3 July 2011		CF6 'live' in CIN Widnes from 6 June 2011 and anticipated go live for CIN Runcorn on 21 July 2011.
Personalisation CareFirst6 Adults Pilot Role-out July 2011		My Life personalisation portal went live 28 April 2011.
Schools Services ICT Review March 2012		The fully integrated ICT services for schools were introduced in March 2011 – the buyback service for schools is being enhanced from March 2012 with the aim of 40% of schools buying the full service from April 2012.
Active Directory Phase 4 March 2012		The Group Policy for Windows 7 has been completed and is being rolled out to members of ICT Services and this is anticipated to be completed the end of Q1 2011/12. The policy will then be rolled out with the Corporate deployment of Windows 7.
End of Life PC Replacement Phase 4 March 2012		This is an on-going project utilising the Accucheck Asset Management software to enable out of warranty PC's and Laptop's to be replaced as part of this programme.
Virtual Machines (VM) Ware Phase 5 March 2012		There are now over 240 operational servers that have been virtualised and further opportunities are being explored to carry on this programme.

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 scalable and robust hardware infrastructure

Milestones	Progress Q 1	Supporting Commentary
352 PC & Laptop replacements July 2011		This is the on-going replacement of PC's and Laptops as part of the ICT Capital Replacement Programme. The replacement programme has been profiled against the Windows 7 rollout plan so that disruption to users is minimised
Virtualisation of a further 40 servers July 2011		Further opportunities are being explored to carry on the programme of server virtualisation resulting in significant cost and carbon savings for the Authority.
Desktop virtualisation programme Phase 4 March 2012		Work has not yet started activities have been integrated into work plans, but are resource dependent and subject to competing priorities.
Backup Hardware Replacement Phase 3 March 2012		Plans have been written and a capital bid submitted for the funds to purchase the necessary equipment for the Hardware Replacement.

Appendix 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q 1	Supporting Commentary
Code of Connection compliance review May 2011		Code of Connection Compliance Documentation has been submitted and we are awaiting the results of that submission.
Corporate wide share point portal Phase 2 August 2011		SharePoint is 'live' in a pilot mode within ICT Services with further deployment opportunities being explored. Links with the Corporate Electronic Document Record Management System (EDRM) Project have been established.
Phase 4 rollout Corporate Service Delivery (CSD) March 2012		CSD is being used within HDL, The Contact Centre, Planning, Communities, CYP, ICT and the Intranet. The new ICT Structure and Strategies will inevitably offer opportunities for its further deployment to provide efficiency improvements such as the currently being developed 'I Want HR' portal.
ICT Security Strategy review March 2012		The plans have had to be re-profiled as a result of the resource required to support security compliance associated with the Halton People Into Jobs project, and key milestones remain on target.
Evaluate, analyse, deploy corporate and directorate process review March 2012		On-going both as individual initiatives and as part of the on-going Efficiency Programme.

Appendix 1: Progress Against 'key' objectives / milestones

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 Corporate Service Delivery (CSD) system- March 2012		Work continues on developing CSD to meet requirements identified by end users completing work requests, client liaison meeting and business process re-engineering. For example, CSD now incorporates a replacement for the ICT Service Desk resulting in revenue saving for the Authority. Future developments include document management and CSD Web / Halton Online.
Continuing workflow implementation- March 2012		Workflows are developed as needed. Workflows exist relating to CSD and 'I Want IT'. These workflows will be developed further as required. Future workflows will be developed around 'I Want Admin' and 'I Want HR' where a requirement is identified.
Improvement and enhancement of all customer interfaces March 2012		Work has commenced on the 'I Want HR' portal along with the continuing development of the existing 'I Want IT' and 'I Want Admin' portals. Plans are in place to bring services currently available in CSD to the main Council website.
Continued development of document management and distribution services March 2012		Services requests for this have been rolled into a Corporate Electronic Document Record Management System (EDRM) as part of the Efficiency Programme. ICT Services are contributing towards the delivery of this Workstream headed up by the Divisional Manager, Revenues and Benefits.

Appendix 2: Progress Against 'Key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	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 (%).	100	99	100			No problems were encountered in this Quarter for the major Council Systems
<u>ITCLI 2</u>	Average availability of the Councils WAN infrastructure (%).	99.99	99	100			High levels of availability are being maintained which allows consistent delivery of services

Service Delivery							
<u>ITCLI 6</u>	Member Support: % of calls responded to within 1 working day	99	95	99			New devices have now been issued to a number of Members following a successful trial. The rollout has gone well.

Appendix 3: Financial Statement
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ICT AND SUPPORT SERVICES DEPARTMENT**Revenue Budget as at 30th June 2011**

	Annual Budget	Budget to Date	Actual to Date	Variance to Date	Actual including Committed Expenditure
	£'000	£'000	£'000	(Overspend) £'000	£'000
<u>Expenditure</u>					
Employees	6,121	1,559	1,519	40	1,525
Supplies & Services	1,067	167	143	24	325
Computer Repairs & Software	450	113	134	(21)	339
Communications Costs	135	34	68	(34)	68
Other Premises	7	0	0	0	0
Other Transport	3	1	0	1	0
Total Expenditure	7,783	1,874	1,864	10	2,257
<u>Income</u>					
Fees & Charges	-3	-1	-5	4	-5
Reimbursements & Other Income	-60	0	-1	1	-1
Internal Billing	-97	-5	-5	0	-5
SLA to Schools	-110	-1	-1	0	-1
Total Income	-270	-7	-12	5	-12
Net Controllable Expenditure	7,513	1,867	1,852	15	2,245
<u>Recharges</u>					
Premises	190	48	48	0	48
Transport	34	9	10	(1)	10
Asset Charges	1,231	0	0	0	0
Central Support Services	1,106	276	276	0	276
Support Service Income	-9,935	-2,483	-2,484	1	-2,484
Net Total Recharges	-7,374	-2,150	-2,150	0	-2,150
Net Department Total	139	-283	-298	15	95

Comments on the above figures

In overall terms net Departmental expenditure is slightly under the budget to the end of quarter 1.

With regards to expenditure, employee costs are lower than budget due to vacant posts that exist within the Administrative Services Division. The in-year savings resulting from these vacant posts will be used as a contribution towards the Department's 11/12 staff turnover savings target. They will also be used as a contribution towards the Department's 12/13 savings target.

Appendix 3: Financial Statement
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Spend on supplies & services is also lower than the budget at the end of quarter 1. This is due to reduced expenditure on general equipment and furniture which is a result of the current Procurement policy which is in place to utilise surplus furniture due to staff leaving and relocations before new purchases are made.

Computer Repairs and Software expenditure is over budget for the period which in the main relates to cost of providing close circuit television and also prepaid 10/11 maintenance contracts. Work is ongoing to compile a definitive ICT contracts register.

Communications costs are in excess of the budget due to delays in reducing the Council's broadband width has resulted in a 10.11 saving item not being fully achieved. This is being offset through the spend reduction in equipment and office furniture.

With regards to income, fees and charges are slightly in excess of budget due to the volume of new account charges being made during the first quarter.

At this stage it is anticipated that the overall net Department spending will be in line with the budget by the year end.

ICT AND SUPPORT SERVICES

Capital Projects as at 30th June 2011

Capital Expenditure	2011/12 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,124	187	121	1,003
Net Expenditure	1,124	187	121	1,003

Comments on the above figures.

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

Appendix 4: Explanation of Use 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>	Policy and Resources
<u>Department:</u>	Human Resources & Learning Development
<u>Period:</u>	Quarter 1 - 1 st April to 30 th June 2011

1.0 Introduction

This monitoring report covers the Human Resources Division first quarter period up to 30th June 2011. 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 4.

2.0 Key Developments

During the first quarter of 2011, the H.R & Learning & Development (L&D) Centre of Excellence has continued to support the organisation through major restructuring exercises. During this period, we have seen employees leave the Council through both voluntary and compulsory means and have continued to provide training support to employees as they go through periods of change.

The L&D Team are currently working toward First Aid at Work accreditation, through the Health & Safety Executive. This work will continue throughout 11-12 with a view to start delivery in April 2012. Historically, Halton BC have commissioned external providers to deliver the training and by bringing this training in-house will contribute to the efficiency savings.

Consultation has commenced on revised terms and conditions as contained in the Staffing Protocol and other terms and conditions including premium payments.

Work has also progressed regarding the automation of transactional processes and an "I want HR" portal is currently in development.

During this quarter, The Heath school transferred to become an Academy and the TUPE transfer went ahead very smoothly.

Recently, advice and guidance was issued to all schools on the day of industrial action taken by two teaching unions. Although some schools closed or partially closed, with resulting knock on effects for parents – many of who are employees – the impact on the work of the Council was minimal.

3.0 Emerging Issues

As the proposals for budget savings are being considered, it is anticipated that consultation with the trade unions will require more time to enable full and fair consultation to take place.

Discussions are on-going concerning the transfer of the Public Health function and it is seen that this will continue into 2012.

L&D Team are currently working with the Health Improvement Team to identify and deliver training to ensure a seamless transition of Health functions within the Local Authority.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	7		6		1		0
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The majority of objectives / milestones are progressing as planned although at this stage it is uncertain whether all potential equal pay claims can be settled within the financial year. Additional details are provided within Appendix 1

4.2 Progress against 'other' objectives / milestones

Total	0		0		0		0
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There are no 'other' objectives / milestones for the service.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		4		2		0
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For 'key' performance indicators further information is shown in Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	0		0		0		0
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There are no 'other' indicators to report for the service.

6.0 Risk Control Measures

During the Development of the 2011-12 Service activity, the service was required to undertake a risk assessment of all Key Service objectives.

Where a Key service objective has been assessed and found to have an associated 'High' risk, progress against the application of this risk treatment measures will be reported in quarters 2 and 4

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 2011 – 2012

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 Financial Statement

Appendix 4 Explanation of the use of symbols

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
HRLD O1	To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions

Milestones	Progress Q1	Supporting Commentary
To enhance individual learning opportunities through the design and delivery of a programme of coaching Dec 2011		The L&D team have developed and deliver Coaching Skills for Managers course that is available through the L&D Calendar.
Further develop capacity for e-learning opportunities and undertake promotional activities Dec 2011		E- Learning is now in place for both employees with existing internet access and arrangements have been made for equipment to be available for employees who do not personally have internet access. The range of e-learning courses has increased and L&D Officers have now been trained to design and deliver specific courses that have been identified as an organisational requirement. Uptake, and feedback regarding the quality of the e-learning packages, remains positive.
Further promote and develop 'skills for life' programme March 2012		The L&D Team are currently working with Adult Learning Team to deliver a programme of numeracy and literacy opportunities in-house. This will further develop the organisations skills base and provide opportunities to achieve level 2 in Maths & English

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
HRLD O2	Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.

Milestones	Progress Q1	Supporting Commentary
Investigate and reconfigure business processes to further develop the HR Self-serve portal Sept 2011		Work is progressing well with the systems specified and the work currently in ICT Development
Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions including staff protocol Dec 2011		Discussions are on-going on a weekly basis and management have tabled revised terms for the consideration of the unions.
Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2011		Voluntary early retirement and redundancy expressions of interest which can be actioned in-year are progressing and work will continue on the budget proposals once more detail is known.
Conclude the settlement of outstanding Equal Pay claims March 2012		A number of the claims have been settled and further claims have been registered. There is a preliminary hearing review scheduled in October 2011 to look at one of the outstanding categories. Following that meeting more detail will be known regarding the outstanding claims and whether they can be settled before the end of the financial year.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Corporate Health							
<u>HRLD LI 1</u>	The number of working days / shifts lost due to sickness (Corporate)	9.68	9	2.24			This measure is subject to seasonal variation and therefore quarter 1 position, which shows a slight reduction of the 2.63 days for Q1 2010 – 11, will increase as we move through the year.
<u>HRLD LI 2a</u>	Total FTE Establishment	4269	N / A	4030	N / A	N / A	As would be expected in light of the ongoing efficiency agenda FTE Establishment has reduced from the same period last year i.e. 4373.
<u>HRLD LI 2b</u>	Total Staff (head count)	5642	N / A	5433	N / A	N / A	
<u>HRLD LI 3</u>	Current advertised vacancies	N / A	N / A	37 (exc, schools)	N / A	N / A	These new measures have been in place for a year. Comparing both the number of vacancies and the number of leavers with this quarter last year, both figures reflect a decline. This is most likely the result of changes within the local authority employment market as many authorities continue to reduce establishment levels in a bid to meet significant fiscal constraint and reduced central government budget allocations.
<u>HRLD LI 4</u>	Current leavers (head count)	N / A	N / A	48 (exc, schools)	N / A	N / A	

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Fair Access							
<u>HRLD LI 7</u>	The percentage of top 5% of earners that are ¹						
	a) women	51.37	50	56			There is some marginal movement in these measures from the same period last year with, at this stage, only the number of disabled not possibly meeting the annual target. However this position may change as we move forward through the year.
	b) From BME communities.	2.22	1.0	2.42			
	c) With a disability	1.45	3.50	0.75			
<u>HRLD LI 8</u>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.15	5.00	1.15			The number of staff is marginally down on the preceding year's figure of 1.22%. Again it is too early to say whether annual target will be achieved.
<u>HRLD LI 9</u>	Minority Ethnic community staff as % of total workforce.	0.82	1.00	0.77			The workforce profile remains broadly in line with the BME representation within the wider population profile.
HRLD LI 10	% Of economically active disabled people in LA area.	14.8	N/A	16.3	N / A	N / A	These measures provide context to the two measures above concerning organisational employment levels. These measures are reported to provide context and therefore targets are inappropriate.
HRLD LI 11	Economically active BME population in LA area.	0.9	N/A	1.2	N / A	N / A	

¹ Performance targets for these measures take account of local demographic profiles

Appendix 3: Financial Statement

HUMAN RESOURCES

Revenue Budget as at 30th June 2011

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
<i>Expenditure</i>					
Employees	1,922	591	590	1	590
Employee Training	520	33	32	1	80
Supplies & Services	68	17	21	(4)	23
Total Expenditure	2,510	641	643	(2)	693
<i>Income</i>					
Fees & Charges	-23	-23	-44	21	-44
School SLA's	-269	0	0	0	0
Total Income	-292	-23	-44	21	-44
Net Operational Expenditure	2,218	618	599	19	649
<u>Recharges</u>					
Premises Support	451	113	113	0	113
Transport Recharges	20	5	5	0	5
Central Support Recharges	539	135	135	0	135
Support Recharges Income	-3,228	-807	-807	0	-807
Net Total Recharges	-2,218	-554	-554	0	-554
Net Departmental Total	0	64	45	19	95

Comments on the above figures:

In overall terms, spending is below budget at the end of the first quarter.

Regarding Income, Fees and Charges income is above budget, which is mainly due to charges made to Schools for the provision of additional HR support services.

It is expected that spending will be in line with the budget at the end of 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 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		<i>Indicates that performance is better as compared to the same period last year.</i>
Amber		<i>Indicates that performance is the same as compared to the same period last year.</i>
Red		<i>Indicates that performance is worse as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Children & Enterprise
<u>Department:</u>	Extract for Property Services From Economy Enterprise and Property
<u>Period:</u>	Quarter 1 - 1 st April – 30 th June 2011

1.0 Introduction

This quarterly monitoring report covers the Property function first quarter period up to 30th June 2011. 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

2.1 Development and Investment Services

Asset Management

Development proposals (sealed bids) have been received for Mossbank Park (the former Gyproc site). These will be evaluated and recommendations made to the Asset Management Working Group in the near future.

Work has commenced with Open Spaces on reviewing maintenance specifications on HBC industrial estates with a view to making the estates more attractive.

Markets

Work has been progressed, in particular the Executive Board Sub Committee has approved the appointment of the National Association of British Markets Authorities to undertake a review of the Market as part of the divisional efficiency review and the Widnes Market Traders Committee has been reconstituted. In addition initial feasibility work has been commissioned to look at Wi-Fi options for the market hall. This is linked to developing on-line trading opportunities for stall holders.

2.2 Property (Operations)

Facilities Management Team

The new Corporate Cleaning structure came into force on June 6th which will help deliver over £70,000 worth of efficiency savings in 2010/11. A review of cleaning within schools is currently being carried out to determine the most appropriate way of delivering a cost effective service in the future.

Work associated with the acquisition of properties for the Mersey Gateway project have now commenced, 1 officer has now been dedicated to this task and is working with the Mersey gateway team on a full time basis carrying out all necessary surveys etc. The first 2 properties have now been approved for demolition and a procurement process is now taking place.

Capital Works Team

We have now appointed a project manager to fill the vacant post. Justine Cuerden has been appointed and will take up her new post on August 22nd, Justine is currently working in the major projects team. This new appointment will help us deliver capital projects going forward as it is envisaged that the workload of this team will increase as more monies become available for Educational works in the future.

With regards to the above Education have now provided a draft programme with regards the basic need funds as such the capital works team have been tasked with helping develop proposals with regards those schools affected, Education have still to take this programme to Exec board for approval.

Progress is being made with all capital projects and maintenance projects being delivered by the capital works team, such as the Runcorn Market refurbishment scheme.

3.0 Emerging Issues

Financial close on the BSF project has now meant that the Local Education Partnership (LEP) can come into being. This has a potential impact on the procurement of future projects as the LEP could now be used to deliver a variety of schemes going forward. Benchmarking will need to be undertaken on the LEP to determine value for money, as the benchmarking undertaken as part of the BSF procurement process has focussed on larger scale Educational work, as such we need to ensure they deliver value for money across other sectors.

The outcome of the James review will potentially have a significant impact on how both capital and maintenance projects are delivered in schools in the future, as such we will need to keep a close watching brief on this in the future in order that the outcomes can be addressed in due course.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	8		8		0		0
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All key objectives / milestones for the service are presently proceeding as planned and additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	0		0		0		0
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There are currently no performance indicators of this type to report at this time.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	3		2		1		0
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The two of the key performance indicators for the service remain on track to achieve annual target with the exception of occupancy rates of industrial units.

There are 2 indicators relating to financial information which are unable to be reported at this time.

Additional details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	13		11		1		1
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There are currently 11 performance indicators which are not being reported by exception at this time as the target has been or is on track to be met.

For the occupancy Runcorn Street Market, it's uncertain if the target will be met at this point in the year.

Performance on PYS LI03, time performance on projects over £50k, has been affected due to a combination of factors such as an optimistic contract period and poor delivery details from some of the consultants These issues have now been addressed.

Details of energy usage will be reported at Quarter 2 as details are unavailable at this time.

Additional details are provided within Appendix 3.

6.0 Risk Control Measures

During the Development of the 2011-12 Service activity, the service was required to undertake a risk assessment of all Key Service objectives.

Where a Key service objective has been assessed and found to have an associated 'High' risk, progress against the application of this risk treatment measures will be reported in quarters 2 and 4.

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 2011 – 2012.

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
EEP 1 (previous refs PS01, 2 & 5)	To strategically manage the Council's Land and Property Assets

Milestones	Progress Q1	Supporting Commentary
Identify further property to be considered for sales and implement asset disposals by March 2012 .	<input checked="" type="checkbox"/>	All land and property for disposals follows the surplus property procedure that is managed by the Asset Management Working Group (AMWG)
Commence Review of the Council's investment portfolio (in light of broader regeneration assessment) by October 2011	<input checked="" type="checkbox"/>	This is on target to meet the October 2011 deadline and reporting will be into AMWG.
Review and refresh Asset Management and Accommodation Strategies by March 2012 to ensure value for money	<input checked="" type="checkbox"/>	This is on target to meet the March 2012 deadline and work is expected to commence in the Autumn
To secure a developer(s)/development partner at Mossbank Park by March 2012	<input checked="" type="checkbox"/>	The Council has retained property agents on the programme and sealed bids have been received.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
EEP 5 (New)	The provision of markets in Halton Borough Council

Milestones	Progress Q1	Supporting Commentary
Draft Widnes Market Review by November 2011		The market review is part of the divisional Efficiency Review.
Commence post review Action Plan implementation January 2012		The implementation of the plan is expected to commence once the Market review has been completed and the action plan has been developed and approved.
To hold three markets in Market Square by March 2012		First planned for July, second for August, third not yet scheduled but is expected to be prior to target of March 2012.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
EEP6 (previous reference: PS03)	To manage the Council's built assets and reduce the backlog of maintenance on the property portfolio (currently £2.0million)

Milestones	Q1 Progress	Supporting Commentary
Backlog to be reduced to £1.9 Million by March 2012.		Programmed maintenance works identified and approved by the AMWG. Works currently being procured, on programme to complete works by 31 March 2012.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery

PYS LI01 (previous reference PYS LI12)	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	83%	86%	83%			This is on track to be met.
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Cost & Efficiency

DIS LI01 (previous reference PYS LI03)	Occupancy of industrial units	81%	85%	79%			Occupancy of Industrial Units has fallen slightly this quarter, which is reflective of prevailing economic conditions
DIS LI02 (new)	Occupancy Widnes Market Hall	85.5% (Baseline figure as at 30 June 2011)	85%	85%		n/a	This is the first year that the market hall has been monitored separately. The quarter 1 occupancy has been used as a baseline for comparison in future quarters.
DIS LI03 (new)	Improved revenue position £250,000	Baseline awaited	250,000	Refer comment	n/a	n/a	The quarter 1 data will be used as a baseline for comparison in future quarters when available
DIS LI04 (new)	Capital receipts £2million	Baseline awaited	2million	Refer comment	n/a	n/a	The quarter 1 data will be used as a baseline for comparison in future quarters when available

Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency							
PYS LI03 (previous reference PYS LI13)	Time performance on projects over £50k (Contract let to practical completion within a margin of 5% - excluding Client changes)	92%	94%	0%			Only one project over £50k was completed within the period. This was delayed due to a combination of factors mainly an over optimistic agreement by the design team with regards the contract period and poor delivery of details from some of the consultants. which has been addressed.

Cost & Efficiency							
DIS LI17 (new)	Occupancy Runcorn Street Market	71%	75%	71%		n/a	The quarter 1 percentage has been used as a baseline for comparison in future quarters. This is slightly below target.

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

<u>Directorate:</u>	Communities Directorate
<u>Department:</u>	Extract for Catering, Stadium and Regeneration Services from Community and Environment Services.
<u>Period:</u>	1 st April 2011 – 30 th June 2011

1.0 Introduction

This extract monitoring report covers the Community and Environment Services first quarter period up to 30th June 2011. It describes key developments and progress against objectives and performance indicators for the Catering, Stadium and Registration Services.

The way in which the Red, Amber and Green, (RAG), symbols and Travel Indicator symbols have been used to reflect progress to date is explained in Appendix 9.

2.0 Key Developments

2.1 Stobart Stadium

Pitch Activities

World Cup Bid 2013

The Stadium has registered as a potential venue for both a training camp and tournament venue for the 2013 World Cup; a detailed bid has been submitted that has required the backing and support of a number of our key partners.

The bid contains details of how we will support and promote the game of Rugby League leading up to, and beyond, the tournament.

Two of our local hotels have also joined the bid in an attempt to be the team base camp.

Representatives from the RFL have visited the Stadium and fully inspected the facilities, it is hoped that the quality of the facilities coupled with the history of the Stadium hosting large high profile events that the Stadium will be selected for both a base training camp and venue for some of the group matches.

We will find out if we have been successful in getting through to the next stage by September 2011.

Stadium Fitness

Junior Sessions

With the school holidays fast approaching Stadium Fitness has significantly increased its offer to our younger members Having worked closely with the fitness instructors a full and well-balanced programme is now in full swing which includes:-

- 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 peoples Table Tennis competition for the third year running, with youth clubs and schools from all over Great Britain spending the day at the Stadium. The Mayor of Halton also attended to present awards to the youngsters.

Also, Alive 'n Kicking a group for 14 – 19 year olds who are concerned about their weight continues to be well attended. They can join a six week programme developed to build confidence and lead a more healthy active life.

Community Engagement

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.

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 Halton is a project that aims to make affordable fruit and vegetables available locally, which is managed by the neighbourhood. 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.

Older Adults

Table Tennis Wed & Fri (Hearts)

Sequence Dancing Tuesdays

Chair Based Exercise Thursdays

Fitness Membership

Current	Full Members	780
	Halton Leisure Card	120
	Casual	1603

2.2 School Meals

Meal Numbers (uptake)

Normally in this quarter there is a significant fall in the numbers of children having meals due to warmer weather and the children preferring to bring sandwiches from home.

This year the numbers have not gone down as significantly as in other years.

The Catering staff have been encouraged to arrange as many themed meal days as possible to try and keep the numbers up, overall there has been an increase of 5% in the number of children having school meals against the same period last year.

Due to the increased numbers of meals served the meals prepared per hour (productivity rate) has increased to 9.45 for High, Special and Primary schools, which is excellent and is a significant increase on previous years.

Food Costs

Due to the concerning rate of food inflation (presently running at around 7%), a more economic summer primary menu was introduced. The improved food contracts through TUCO Purchasing Ltd (TPL) coupled with the financial savings associated with the new menu have resulted in a significant decrease in the food costs.

Academies

The school meals service has provided the catering service at Ormiston Bolingbroke for the last year. The Academy is very pleased with the quality of the service provided and has asked us to provide the service for another year.

The Heath and Palacefields Primary have also asked us to continue to provide the catering service

Hospitality Assured

The school meals service has held the Quality Assurance Standard Hospitality Assured since 2007.

As the service has now held the standard for 4 years we are in the PREMIER CLASS which means that we are now only required to have a one day inspection.

In May the service was inspected again by Hospitality Assured to make sure we continue to meet the required standard.

The service has been recognised as reaching the standard for another year and the inspector was very impressed by the number and scale of initiatives undertaken since November 2009.

The report stated that the service is exhibiting high levels of excellence in many areas.

Awards Evening

An awards evening was held at the Stobart Stadium at the end of term for all the school and civic catering staff.

This evening is a very enjoyable event for all the staff; however it is a great opportunity to motivate all the staff to try and serve as many meals as possible, control their food and labour costs, and remind staff of the importance of providing a quality service.

2.3 Halton Registration Service

Halton Registration Services launch new web site marketing Runcorn Town Hall as a destination for weddings and Civil Partnerships. Bookings for weddings have risen significantly.

A new on line booking and payment system for Registration Services has been developed in house. The system is being trialled and has the potential to be sold to other Registration Services.

3.0 Emerging Issues

3.1 St Helens RLFC

Over the present season an excellent working relationship has developed between the Stadium staff at all levels and the equivalent staff from St Helens. This has enabled a frank and open discussion on how best to tackle issues and service problems. St Helens feel that they have learned a lot from being here and have extended an open invitation to continue this relationship when they return to their new Stadium in November.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	3		3		0		0
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All key objectives / milestones are on course to be achieved by the target date set.

Refer to Appendix 1 for further detail.

4.2 Progress against 'other' objectives / milestones

Total	10		9		0		1
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The majority of 'key' objectives/milestones are on course to be achieved in Quarter 1 with the exception of the objective to extend the cashless payment system in Schools. The cost to provide this system is around £25K per school, as yet no schools have volunteered to extend the pilot and core funding is not at a level that the service can extend without financial support from schools.

Refer to Appendix 2 for further detail.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	5		1		4		0
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One 'key' performance indicators is on course to be achieved.

Four 'key' performance indicators (concerning take up of free school meals and school lunches) are reported Amber in Q1 as they are slightly below the annual target. At this early stage in the financial year, it is difficult to forecast whether the target will be met at the end of the financial year. This Quarter is generally the quietest time of the year and it is likely that performance will recover in subsequent months.

Refer to Appendix 3 for further detail.

5.2 Progress Against 'other' performance indicators

Total	8		8		0		0
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All 'other' performance indicators are presently on track to achieve the annual target set.

CE LI2 and CE LI3 cannot be reported as the financial information was not available at the time of reporting.

6.0 Risk Control Measures

During the Development of the 2011-12 Service activity, the service was required to undertake a risk assessment of all Key Service objectives.

Where a Key service objective has been assessed and found to have an associated 'High' risk, progress against the application of this risk treatment measures will be reported in quarters 2 and 4.

Food Purchasing Contracts

It is relevant to note however that with food inflation presently running above headline inflation and with the Authority spending over £2m on food each year, significant measures have been taken that have seen a reduction in food cost at a time when other Authorities are experiencing a substantial increase.

Senior Management and HBC Procurement Unit are/have reviewed all food contracts and as a result have re-negotiated a number of contracts that have resulted in significant savings whilst maintaining the same suppliers and deliveries.

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

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 2011 – 2012.

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 Financial Statement
- Appendix 6 Explanation of use of symbols

Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE3	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 Sept 2011 and Jan 2012</i>		New Menu leaflets are ready to be distributed on the pupils return to school in September, a number of themed days are also planned to try and capture as many new customers as possible.
<i>Review and update the strategy and action plan to increase the uptake of free school meals. July 2011</i>		Completed.
<i>Develop effective joint working and agree funding, with the private/public sector to address childhood obesity, Sept 2011</i>		A number of meetings have taken place and further exploratory meetings are planned to ascertain the availability of funding streams that could support healthy eating initiatives within schools.

Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE2	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. Sept 2011 (AOF2)</i>		The new structure at Stadium Fitness is starting to have a positive impact, membership and class numbers have increased and a visit to a number of the larger employers in the Borough, including Riverside College have been programmed in.
<i>Measure customer satisfaction with Stadium Community Services. Jan 2012 (AOF2)</i>		Ongoing discussions have taken place with the Communications team as to which is the best route to follow up this initiative.
<i>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. Mar 2012. (AOF6 & 7)</i>		This offer is proving very popular with a wide range of organisations including sporting, recreational and charitable. We have noted an increase in occupancy levels due to this offer and as such it will be extended further.
<i>Formulate proposals for events linked to the Football World Cup bid 2018/22 and the Rugby World Cup 2013. Sept 2011 (AOF2 & 7)</i>		Formal documentation has been submitted that could see the Stadium play host to either:- a group game or two and/or a base training camp for one of the competing teams.
<i>Develop new, user friendly, interactive, Stadium website, Dec 2011 (AOF7)</i>		A new temporary website has been developed that is both more interactive and user friendly.

Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE3	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>Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption Sept 2011</i>		The cost to provide this system is around £25K per school, as yet no schools have volunteered to extend the pilot and core funding is not at a level that the service can extend without financial support from schools.
<i>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. Aug 2011</i>		Ongoing, a number of Catering Supervisor meetings have taken place where school performance has been discussed; those schools performing well are being asked to share "good practice" with their neighbouring schools.

Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE8	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution

Milestones	Progress Q 1	Supporting Commentary
<i>Continue to implement annual sports bar specific action plan designed to improve profitability. April 2011 (AOF 34)</i>		Since the introduction of this Action Plan and Stadium restructure the Social Club (newly re-named Sports Bar) has seen a dramatic increase in user numbers and turn over, it now has regular events each evening that are attracting new custom. Takings have increased by over 50% in the last quarter compared to the same trading period last year.
<i>Host a wedding fayre in Oct 2011 and Feb 2012 and a business fayre in Jul 2011 (AOF 34)</i>		A Wedding Fayre is planned for October, as always this will be the Borough's premier event and already over 30 exhibitors have booked their place.
<i>Continue to develop promotional strategy to attract a minimum of 12 large corporate events annually to the Stadium. Mar 2012 (AOF 34)</i>		This target will be exceeded by September, the Marquee has proved increasingly popular this year with around 6 events already having taken place or planned before the beginning of September.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
Cost & Efficiency							
CE LI 1	No. Of meals served versus hourly input of labour (Previously SH LI5)	9.20	9.00	9.45			To achieve this result at this time of year is exceptional, all efforts will now be made to sustain this excellent start to the year
Service Delivery							
CE LI 9	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	81.22	80	79.09			Although Q1 performance is slightly below target this is the quietest time of the year in school meals.
CE LI 10	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	79.35	70	65.15			Although Q1 performance is slightly below target this is the quietest time of the year in school meals.
CE LI 13	Take up of school lunches (%) – primary schools	48	50	49.14			Although the actual for Q1 is slightly lower than the annual target it is significantly higher than the same period last year, it is anticipated that the annual target will be met.
CE LI 14	Take up of school lunches (%) – secondary schools	49	51	45.83			Although the actual for Q1 is lower than the annual target it is significantly higher than the same period last year, it is anticipated that the annual target will be met.

Appendix 4: Performance Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency

CE LI 2	Turnover of the Stadium (£m's) (Previously SH LI16)	N/A	2.15				Awaiting Information.
CE LI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	N/A	10.60				Awaiting Information.

Service Delivery

CE LI 8	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools remain fully compliant.
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Fair Access

CE LI 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	26	10	15			The number of community user groups at the Stadium grows year on year and form an integral part of the Stadium operation.
CE LI 5	Number of catering staff achieving a formal qualification (previously SH LI3)	24	15	14			14 Catering staff has successfully completed various training courses, a number of training courses will start in September that will see this target significantly over achieved by year end.

Appendix 4: Performance Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
CE LI 11	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	710	690	197			Mainly due to the St Helens additional fixtures this target will be significantly over achieved this year.
CE LI 12	Uptake of the Halton Leisure card scheme (Previously SH LI11)	368	325	120			The Halton Leisure Card is proving as popular as ever and the annual target will be comfortably achieved.
CE LI 15	Average number of healthy food initiatives per school (Previously SH11)	8	7	5			A wide range of activity is presently taking place around healthy eating in schools. This target will be exceeded by year end.

Quality							
CE LI 25	Food cost per primary school meal (pence) (Previously SH 6a)	67	74	63			This is a remarkable position to be in at Q1, food inflation is presently running above headline inflation so to be reducing our food cost per meal at such a demanding time is a tremendous result.
CE LI 26	Food cost per secondary school meal (pence) (Previously SH 6b)	93	94	87			This is a remarkable position to be in at Q1, food inflation is presently running above headline inflation so to be reducing our food cost per meal at such a demanding time is a tremendous result.

Appendix 5: Financial Statement

COMMUNITY & ENVIRONMENT DEPARTMENT
Revenue Budget as at 30 June 2011

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
<u>Expenditure</u>					
Employees	11,623	3,011	3,184	(173)	3,194
Other Premises	1,183	424	404	20	769
Supplies & Services	1,408	385	326	59	1,006
Hired & Contracted Services	965	145	137	8	140
School Meals Food	1,689	292	260	32	260
Food Provisions	557	130	92	38	142
Bar Provisions	304	76	109	(33)	121
Book Fund	232	20	14	6	19
Transport	30	7	16	(9)	23
Consumer Protection Contract	443	110	109	1	109
Waste Disposal Contracts	5,190	372	344	28	514
Leisure Management Contract	1,395	349	362	(13)	569
Other Agency Costs	455	200	177	23	179
Total Expenditure	25,474	5,521	5,534	(13)	7,045
<u>Income</u>					
Fees & Charges Income	-2,569	-802	-775	(27)	-775
Sales Income	-1,878	-478	-506	28	-506
School Meals Sales	-2,128	-9	-8	(1)	-8
School Meals Other Income	-1,850	-73	-81	8	-81
Rents Income	-83	-11	-16	5	-16
Government Grant Income	-26	-2	-3	1	-3
Reimbursements & Other Income	-922	-74	-55	(19)	-55
Schools SLA Income	-240	-32	-32	0	-32
Internal Fees Income	-319	-52	-29	(23)	-29
Capital Salaries	-101	0	-17	17	-17
Total Income	-10,116	-1,533	-1,522	(11)	-1,522
Net Controllable Expenditure	15,358	3,988	4,012	(24)	5,523
<u>Recharges</u>					
Premises Support	1,603	318	318	0	318
Asset Charges	2,483	0	0	0	0
Central Support Services	3,961	1,032	1,032	0	1,032
Departmental Support Services	87	22	22	0	22
Transport Recharges	2,166	415	415	0	415
HBC Support Costs Income	-329	-66	-66	0	-66
Net Total Recharges	9,971	1,721	1,721	0	1,721
Net Department Total	25,329	5,709	5,733	(24)	7,244

Appendix 5: Financial Statement**Comments on the figures**

Net controllable budget is £24,000 above budget profile at the end of the first quarter of the financial year.

Staffing expenditure is currently above budget to date, primarily due to savings targets relating to premium pay which have not been achieved as negotiations with the union are still on going. Expenditure is also higher than current budget due to the use of agency staffing amounting to £16,000 to date, for a long term absence and £19,000 overtime for Open Spaces to sustain front line services. There are also delays in the Libraries efficiency restructure which are still under negotiation so the full year savings target may not be achieved.

A large number of matches and functions at the Stadium have resulted in a high use of casual staff and other related costs such as bar provisions is more than expected at this time of year, although this has been met by additional sales income received for these events. Sales income is also overachieving budget due to above average receipts for weddings and other registrar events. This level of income is not expected to continue throughout the remainder of the year as stadium fixtures are likely to reduce in the forthcoming months.

Expenditure on Supplies and Services is currently £59,000 under budget profile due to savings being made across the department particularly in respect of advertising and marketing costs, school meals repairs and general prudence on other supplies and services expenditure.

Food provisions are £38,000 lower than budget profile due to the closure of Municipal Catering for part of the first quarter of the financial year. Lower than average spending in Stadium Catering has also continued following last years trend. Both of these are offset slightly by lower income received from the Corporate Training Centre as they no longer provide catering on training courses. There has also been a reduction in this type on income for the Stadium due to less internal orders for catering across the council as a whole.

School Meals provisions are £32,000 under budget mainly due to last year's renegotiation of contract prices and a large closure period for schools in quarter 1 for Easter, the royal wedding and bank holidays.

Waste disposal contracts are paid in arrears due to invoices being received late from contractors, therefore estimates have to be made in order to present a realistic position. The above portrays the present position based on current information to hand however careful monitoring will be undertaken regarding this budget.

The Leisure Management contract received a significant budget reduction in 2010/11 however contract prices remain at a higher level. Attempts are being made to renegotiate the contract in order to make the saving required. Although it is unlikely this savings target will be met in full the department must ensure a balanced budget by the end of the financial year.

Appendix 6: Explanation of Symbols

Symbols are used in the following manner:

Progress	<u>Objective</u>	<u>Performance Indicator</u>
Green	 Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber	 Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</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.

REPORT TO: Corporate Policy & Performance Board

DATE: 6th September 2011

REPORTING OFFICER: Strategic Director, Policy and Resources

SUBJECT: Review of the Performance Management Framework

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

1.1 To update the Board concerning progress in the review of the Council's existing performance management and monitoring arrangements and provide the opportunity for the consideration of a future preferred approach.

2.0 RECOMMENDATION: That Corporate Board notes the content of this report and recommends to Executive Board that:

- (1) the development and use of a priority based performance report (as shown in the example) for each of the Council's six corporate priorities in 2012/13 for each Policy & Performance Board, be approved;**
- (2) the presentation of Directorate Overview Reports on a quarterly basis and progress against the Corporate Plan on a six monthly basis for 2012/13; and**
- (3) the continued availability of existing departmental focused performance reports for operational management purposes, made available to Members via the Council intranet, as advertised in the Members bulletin.**

3.0 SUPPORTING INFORMATION

Background and Context

- 3.1 Changes to the National Performance Frameworks, such as the abolition of the National Indicator Set, the Local Area Agreement and Comprehensive Area Assessments, have afforded the Council some degree of flexibility concerning the development of its future performance management arrangements.
- 3.2 Such changes reflect a transition away from authorities being performance managed by central government and toward being held to account at a local level through the transparent provision of accessible performance data.

- 3.3 Whilst such changes allow the development of a performance framework based upon local priorities it has to be remembered that national inspection framework for Children's Services and Adults Social Care by OFSTED and CQC respectively remain in place and therefore will need to be supported. Similarly, performance data will continue to be submitted as prescribed in the national single data set.
- 3.4 In light of such changes this Board endorsed a review of existing arrangements in order that in that the Council maintains a planning and performance framework that allows the identification and ongoing monitoring of key activities and performance measures that meet organisational needs. Performance management also continues to be important in our demonstration of value for money and outward accountability.

Progress to date

- 3.5 The consideration of future performance management and monitoring arrangements has run in tandem with the development of the revised Sustainable Community Strategy and Delivery Plan and Corporate Plan for the period 2011 – 2016.
- 3.6 These plans identify local priorities at a partnership and organisational level respectively and work to identify key performance measures and targets for each of the priority areas is now at an advanced stage. An update presentation will be delivered to Members on key objectives and key outcomes for the SCS and Corporate Plan on 6 September 2011.
- 3.7 Also to aid the future target setting process a corporate template has been developed for all measures contained within the SCS Delivery Plan and Corporate Plan, for the period to 2016, to provide evidence based rationale. The process of identifying measures and targets to enable us to see progress in delivering the SCS and Corporate plan is an ongoing process over the term of this plan and will need fine tuning and refining as we go.
- 3.8 At the last meeting of this Board it was agreed that a review should be undertaken based upon an agreed set of principles based around the better management of performance information in terms of both strategic focus and volume.
- 3.9 As a result of this agreement a review of existing arrangements was undertaken which involved:-
- Capturing the views of Lead and Senior Officers and Elected Members in a number of forums;
 - A review of adopted practice elsewhere e.g. in other neighbouring Councils, Primary Care trusts and best practice in Local Government and the Private sector;

- Consideration of the potential requirements and expectations of local authority self-regulation; and
- The ongoing need to ensure that available resources are being deployed to best effective in addressing strategic priorities of the Council.

3.10 The primary findings of this review were that:

- The adoption of a single departmentally based report was unlikely to meet the needs of the various audiences who receive, or may wish to receive, information reacting to Council performance e.g. Elected Members, Management Team, the local community;
- The amount of data contained within existing monitoring reports is extensive, with the inherent danger of information overload, and the relationships between strategic priorities, key actions and key impact and output measures are not readily apparent;
- The Directorate Overview Report as presented at Children and Young People Policy and Performance Board (PPB), at the request of the Chair of the PPB from quarter 2 of 2010/11, has been well received by Members to date. This report provides a more strategic summary of the key issues arising from performance in quarter for the Directorate and aligned priority. At the same time access to the full departmental quarterly reports is available on the Members Information Bulletin via a link to an intranet page, 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. This also has provided 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. An example of the Directorate Overview Report for Quarter 4 of 2010/11 is attached for information as Appendix 1;
- Whilst the existing report format provides Elected Members with oversight as to what individual departments are doing/achieving the extent to which the Council is collectively making progress towards the corporate priority area is less clear; and
- Additionally it is unlikely that the present format of performance reports would be suitable for the purposes of outward accountability and in informing public perceptions concerning the Council's achievements.

Future reporting arrangements

- 3.11 As a result of these findings it is suggested that the authority develops an approach to the future use of performance information that is, as far as possible, focussed primarily upon the needs of the receiving audience as opposed to being determined by the existing organisational structure.
- 3.12 This would mean constructing a priority based performance report that would allow Elected Members to monitor the activities that are being undertaken and the progress being made in achieving targets for each of the measures for each priority area contained within the Corporate Plan. This would continue to have a narrative element to detail key developments and emerging issues and actions taken to date against key objectives and performance measures and indicators. The report would be shorter and a more analytical document drawing out the key messages regarding performance across the priorities.
- 3.13 It is hoped that it will be possible to provide trend charts for the majority of the information within reports but this will be dependant upon the nature and availability of data. An example is shown for Children & Young Peoples Services in Appendix 2. Relevant benchmark information will be provided where available for example CIPFA/Ofsted/ APSE family groups.
- 3.14 It is therefore proposed that as an element of the business planning cycle for the coming financial year each of the PPB's would be supported in identifying those key business objectives and performance measures and targets from across departments that would support the delivery of their specific priority area, given that the PPB structure reflects the Council's six priorities.
- 3.15 In addition and where the availability of data permits, additional measures may be identified to provide some local context. Such information would provide the basis of a priority based report to be provided to Members through PPB agendas or separate Performance Sub Groups.
- 3.16 A worked example of this style of report, relating to the area of Employment, Learning and Skills Performance Sub Group is included as Appendix 3. It has to be remembered that this approach has been developed within the context of one priority area and some fine tuning may be required as individual priority based reports are developed.
- 3.17 It is proposed that the frequency of priority based reports for 2012/13 follows the existing quarterly timeframe although it should be remembered that for some impact measures the rate of change may only occur over longer timeframes. Additionally information may be constrained by the frequency at which data becomes available. This is particularly relevant in relation to nationally sourced data with details

emerging from various Government Department business plans and allied national benchmarking information.

- 3.18 Directorate Overview Reports could also be presented on a quarterly basis, and with progress against the Corporate Plan reported on a six monthly basis for 2012/13, to ensure that there are appropriate actions planned or in place to secure their achievement.
- 3.19 Existing departmentally focussed performance reports would still be constructed for operational management purposes and these would continue to be made available to Members via the Council's intranet site.
- 3.20 These reports and other operational reports on a ward basis e.g. to support the "Team around the Family" agenda for example, would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care. It is also relevant to note that for the last announced inspection of Safeguarding and Looked after Children Services that under the inspection schedule for Performance Management and Quality Assurance; the authority was judged by inspectors as 'Outstanding'.
- 3.21 Further consideration of content of local annual performance reports as and its presentation to public in an accessible format will be required, to ensure that the Council is effectively carrying out its commitment and meeting local needs in line with the 'transparency agenda' and further Government guidance and expectations.

4.0 POLICY IMPLICATIONS

- 4.1 The Council's Performance Management Framework will continue to form a key part of the Council's policy framework.

5.0 OTHER IMPLICATIONS

- 5.1 There are no direct costs associated with this approach.
- 5.2 In the present climate of severe financial constraints the ongoing monitoring of performance is critical to ensuring appropriate action is undertaken to enable the delivery of our priorities.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Councils' priorities.
- 6.2 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Directorate Overview report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.3 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

7.0 RISK ANALYSIS

7.1 The proposed approach to the development of themed reports will allow the authority to both align its activities to the delivery of organisation and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the “transparency agenda”.

7.2 A more strategic focus and evidence based approach to target setting would further support the tracking of progress over time and support effective decision making and the resources allocation process.

7.3 Performance Indicators are used by external agencies and the public at large in informing any judgement they make as to how the authority is currently performing.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Minority and disadvantaged groups and geographic areas are involved with and taken into account in all stages of performance management, including planning, data collection and analysis, service delivery, policy and service development and the impact of policies.

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

Document	Place of Inspection	Contact Officer
National Inspection Framework documents for Children’s Services and Adults Social Care by OFSTED and CQC	2 nd Floor, Municipal Buildings, Kingsway , Widnes	Hazel Coen DM Performance & Improvement

APPENDIX 1 - Directorate Performance Overview Report**Directorate:** Children and Young People's**Reporting Period:** Quarter 4 – Period 1 January 2011 to 31 March 2011**1.0 Introduction**

This report provides an overview of issues and progress within the Directorate that have occurred during the Quarter 4. The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix.

2.0 Key Developments**2.1 Children and Families Recent Inspections**

Inglefield Short Break Unit for children with complex disabilities was inspected by Ofsted on 20 January 2011 and was judged to be outstanding across all areas. This is the first time one of our Children Homes has been rated as outstanding across all areas and it is now part of a small number across the country to achieve this.

Ofsted and the Care Quality Commission's Announced Inspection of Safeguarding and Looked After Children Services, took place from the 7 February to 18 February 2011. This rigorous three yearly inspection, focuses on the Council and its partners services; and judges how the whole system works together to safeguard children in Halton. The inspection judged the overall effectiveness of Safeguarding Services in Halton to be good with outstanding capacity to secure further improved outcomes for children and families, the overall effectiveness of services for Children in Care is also good, with outstanding capacity for further improvement; and leadership and management; ambition and prioritisation; along with performance management and partnership working for children and young people is outstanding in Halton. The outcome places Halton Council and its partners as one of the most consistently high performing areas in England.

Brookvale Children's Centre was inspected by Ofsted on 9 and 10 February. There are 5 key judgements within the inspection framework: overall effectiveness; capacity for sustained improvement; how good are outcomes; how good is provision; and how effective is leadership and management. In all these areas Brookvale was awarded a grade 2 - good. There are also 17 subcategories within areas and all but 3 of these were graded as good. A comprehensive action plan has been agreed to address the three areas, rated as satisfactory.

2.2 Upton All Saints Children Centre Widnes

To replace All Saints Upton CE Primary school, a new 210 place primary school has been built. This project has cost £3.5 million and incorporates a Children's Centre and pre-school. This facility provides significantly enhanced Children Centre provision, within the school building, thus improving access, and the capacity to deliver Children Centre activities. This is particularly important, given the levels of local need.

2.3 Inclusion

Contracts require developing between the Local Authority and the schools that will provide Specialist Resource Bases from September 2011. These resource bases provide specialist support within mainstream schools and have been developed in relation to the review of specialist provision. The contracts are in the process of being finalised and agreed between the parties concerned. The contracts will be annual and monitored through the local authority's quarterly monitoring processes.

2.4 Primary Education

Funding for external SIP's (School Improvement Partners) ceased as of 31 March. Funding has been identified to cover a final summer term visit for all schools.

The ECAW (Every Child a Writer) was launched in 15 primary schools. It is a targeted programme for years 3 and 4. Most recent data is showing an impact. As a result, a spin off project has been developed for other schools based on the same principles. The Literacy school improvement officer is also developing the role of subject leader in schools carrying out the project in order to share this practice beyond years 3 and 4. ECAR (Every Child a Reader) is continuing.

ECC (Every Child Counts) – most recent data is showing high impact. The Merseyside consortium school improvement officer, who leads this project, has identified that the 3 primary schools in Halton taking part have made more gains than any other schools in any other authorities.

School Improvement Officers continue to provide support for schools graded satisfactory or below. Despite the cessation of National Strategies funding at the end of March 2011, School Improvement Officers have been funded to provide school support until August 31st as a result of the high level of 'buyback' by schools.

2.5 Post 16 Performance

Post-16 performance at Riverside College continues to improve, the performance at the School Sixth Forms (St Chad's and St Peter and St Paul) remains satisfactory. The 14-19 Team are working with Sixth Form school leadership on action plans to improve performance. Provisional 2010 figures released by the Department for Education show Halton has made significant improvements in both Level 2 and Level 3 achievement by age 19. The indicators are a measure of the proportion of an academic year cohort that achieve general (Level 2) and further (Level 3) qualifications by the time the cohort is aged 19.

As a result of the budget reductions for 14-19 provision there has been a restructure of the 14-19 Development and 14-19 Entitlement Division. Appointments have been made to the new structure which will take effect from 1st May 2011.

3.0 Emerging Issues

3.1 Department for Education Review of Child Protection

In June 2010, the Secretary of State for Education, Michael Gove MP, asked Professor Eileen Munro to conduct an independent review of child protection in England. Her second report was published in February, with a final report expect in May. The final recommendations and the Government's response have the potential to make quite significant changes to the process and the mechanisms for safeguarding children and

young people. The report highlights the importance of; the CAF, early intervention and the value of locality based multi-agency teams; a “single” assessment process, i.e. ending the distinction between initial and core assessment; and relaxation of some of the Working Together standards. Several authorities have been given permission to pilot aspects of the latter, including Knowsley and Cumbria.

3.2 The NHS White Paper

The White Paper was published on 12 July 2010 and developed a number of proposals for the transformation of Health Services in the country. Key features include: the abolition of PCT's and Strategic Health Authorities, a consortium of GP's acting as commissioners of Public Health Care, and the creation of Health and Wellbeing Boards in all local authorities. This transformation will require the establishment of new partnerships and the need to ensure Children and Families services are effectively integrated into the new arrangements within the health economy.

3.3 14-19 Developments

Proposals have emerged to reconfigure the College provision in the Borough; a Skills and Enterprise centre in Runcorn, a high quality Sixth Form provision in Cronton and a vocational centre at Kingsway.

Halton 16-18 NEET has shown a slight increase since the annual figure was reported in January. The 2010/11 annual 16-18 NEET figure was 9.3%, with monthly NEET figures since then reporting 10.8% (March 2011).

3.4 Redesign of School Improvement Services

The redesign of School Improvement services continues to be a primary focus. There has been significant interest shown by a number of private providers who are keen to work in partnership, through a Joint Venture model, with Halton and Warrington. If successful we will be able to guarantee our schools the quality of support that they have been in receipt of historically and hopefully ensure a smooth transition of identified school improvement services post September.

The austerity measures are impacting upon staffing levels and we have to be increasingly selective in our allocation of resource to ensure that we maintain high standards in our schools and settings.

3.5 Capital Update

To replace All Saints Upton CE Primary school a new 210 place primary school has been built. This project has cost £3.5 million and includes a children's centre and pre-school. It open in January 2011 and external works are due to be complete in May 2011.

A project to remodel and improve Our Lady Mother of Saviour Catholic Primary has also been funded from Primary Capital at a cost of £1.1 million. The final phase of this project is scheduled for completion in April 2011.

3.6 Academy Conversion

Two Halton Schools have notified the authority that they intend to convert to Academy status. Palace Fields Primary originally indicated a conversion date of 1st May however revised this timeline at the end of April to 1st June. The Heath will also convert to Academy status on 1st June 2011. Charges for services provided by the Local Authority will be on a full cost recovery basis.

4.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by each Directorate.

Transforming Environments/Capital Projects

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CFS5 (a)	Develop an integrated team around the family with a single point of access across a continuum of needs for all children and families in Runcorn/Widnes by March 2011.	
OPS4 (a)	Develop a viable capital strategy in light of the Buildings Schools for the Future decisions in Halton by December 2010.	
OPS4 (b)	To undertake a review of Primary School Provision in the Borough March 2011.	
CFS5 (b)	Refocus Children's Centres to be more targeted and supporting the work of the team around the family, in accordance with the action plan by March 2011	
OPS4 (c)	Completion of All Saints Upton and Our Lady Mother of the Saviour Primary Capital projects by March 2011.	
OPS3	Deliver world-class youth facilities to meet the criteria of the MyPlace fund by March 2011.	

Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS5(a) and (b): The Integrated Working Support Team for Runcorn was operational for October 2010 and operating as a single a single point of access for services. For Widnes, this was complete in Quarter 3 however we continue to work to extend the range of agencies and services that are accessing the service including enhancing links with adult services.

OPS4(a): Capital funding has been allocated to the LA for 12 months. The outcome of the James Review has yet to be announced. The Capital Repairs Programme has been agreed by Executive Board for 2011/12.

OPS4(b): The level of Primary places has been reviewed for the following academic year. There are sufficient primary and secondary places for September 2011.

OPS4(c): All Saints Upton was completed January 2011. The final phase of Our Lady

Mother of the Saviour will be complete April 2011.

OPS3: CRMZ has been fully operational during quarter 4, with over 150 young people dropping in. The building is also used by a number of organisations and community groups delivering a range of structured programmes. Action for Children have now moved into CRMA with more organisations planned to move into the building in April 2011.

Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q3	Current Progress	Direction of travel
OPS LI4	Percentage of milestones met in strategy	100%	100%	100%		

Supporting Commentary

OPS LI4: Aiming for financial close for both schools (May 2011). Milestones amended in light of change to BSF.

Safeguarding

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CFS2	To ensure the effective operation of the Safeguarding Unit and develop a service to independently scrutinise and review Children in Need planning by September 2010, in accordance with the project plan for the Unit.	
LAS5	Further promote Safeguarding through early intervention and prevention delivered through the team around the family (locality Services) by March 2011, in accordance with the action plan.	
OPS2 (a)	Continue to develop and re commence roll out of CareFirst6 in line with the project plan by April 2011.	
OPS2 (b)	Continue roll out of replacement IT devices to CYPD staff by April 2011 in accordance with the project plan.	

Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS2: Independent reviews for Children in Need are now undertaken by the Independent reviewing managers. With a priority cohort of those cases open to Children's social care for more than 26 weeks. Ref. training continues to be provided to ensure all designated

persons are up to date.

LAS5: Team around the family divisional managers have visited every school to make aware of the support available from Team around the family. That they can seek advice with Integrated Working Support Team for any issue that affects their pupils that do not require a statutory Social Care response. We are now monitoring the uptake of this service and schools and Common Assessment Framework (CAF) support workers are working with many schools to support those putting together CAF plans to their pupils.

Progress is not as expected for:

OPS2 (a): A Strategic CYP CareFirst 6 Project Board has been introduced and the CF6 Project has been re-established. Fortnightly ICS Development meetings are taking place with Social Care IT Development Team, Children's Social Care Managers and Practitioners working together to agree how the ICS forms will be developed and implemented within CF6. There are currently 20 out of 25 ICS forms used by the Children In Need Teams under development. It is anticipated that CareFirst 6 will start to be rolled out into the Child in Need Teams by the end of May 2011.

OPS2 (b): The roll out of CareFirst 6 into the Children In Need Teams is on track to start 6th June 2011. The Project Team has not been in a position to be able to propose an anticipated roll out date of April 2011. The initial estimate of end May 2011 has slipped due to work on the Safeguarding Inspection and has been rescheduled to provide for maximum user support whilst maintaining day to day support for other system users.

Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q4	Current Progress	Direction of travel
NI 059	Percentage of Initial Assessments completed within 7 working days	80%	85%	78.4 % (prov)		
NI 060	Percentage of Core Assessment completed within 35 working days	93.7%	92.5%	88% (prov)		
NI 063	Stability of Children in Care: long term duration of placement (LAA)	69.6%	81.5%	85% (prov)		
LAS LI1	Percentage of relevant staff having attended Safeguarding Training	N/A	100%	N/A	Refer comment	N/A
OPS LI2	Number of teams rolled out on CF6/ICS	N/A	1	1		N/A
NI 111	First Time Entrants to Youth Justice System (LAA)	149	234	104 (Quarter 3 Final Figure)		
LAS LI9	Percentage of schools inspected by OFSTED in the quarter achieving good or outstanding for safeguarding.	N/A	100%	100%		

Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

NI063: There has been a significant improvement in performance. Additional foster care capacity, the introduction of Support Assistants within the foster care service, training for foster carers and residential staff and careful matching processes contributed to positive performance.

OPS LI2: The Intensive Support Team (IST) are currently live on CF6. It is anticipated that the roll out in CIN teams will start June 2011 this is on track to achieve this.

LAS LI9: There were five schools and one nursery inspected during the quarter. All settings achieved good or better for safeguarding.

NI111: This NI is measured by monitoring the rate of first time entrants to the Youth Justice System. Figures are provisional and sourced from the YOT Case Management System, Careworks. The official outturn will be released by the Ministry of Justice in October 2011 and is taken from the Police National Computer (PNC). In Halton during Q3 there have been 22 new entrants, making a cumulative total of 104 so far this year. The baseline (2007/08) was 249. This shows a significant reduction so far of 58.2% against a target of 6%, with only one quarter remaining. Quarter 4 data will not be available until mid May 2011.

LAS L1: Quarter 4 not available therefore Quarter 3 has been used as a proxy. Due to staff absence an accurate record of all training delivered can not be provided for this quarter. However refresher training was delivered on 30th March 2011.

Progress is not as expected for:

NI059: Completion of Initial assessments within 7 days remains challenging especially in light of an increased rate of referrals for 2010-11 compared with the previous year. The completion of IA's is closely monitored by the Divisional Manager and systems reviewed. The roll out of laptops has been completed to the Child in Need teams. The implementation of CareFirst6 will significantly reduce the burden of maintaining multiple systems. It must be noted that whilst the national indicator measures performance in 7 working days, Working Together guidance and OFSTED measure performance on 10 working days. Provisional data indicates performance on 10 working days currently at 88.3% at the end of Quarter 4.

NI60: This data is will be subject to final quality assurance processes and is likely to increase and be closer to target. It is also likely that there will be an increase in the actual number of Core Assessments completed this year (as there was last year), which will also impact on performance. This is a positive increase as it indicates that an increasing number of referrals are at the correct of level of need for children's social care intervention.

Early Intervention

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CFS1	Review the impact of the team around the family (locality working) on demand for children's social care services by March 2011.	
CFS5 (a)	Implement recommendations from the CAF Review by March 2011.	
OPS2	Extend and deliver flexibly the free early years entitlement to 2, 3 and 4 year olds as per the Child Care Act 2006 by March 2011, in accordance with the action plan.	
OPS3 (a)	Improve young people's sexual health by reducing teenage conception through targeted services in the youth service by March 2011, as outlined in the action plan.	
OPS3 (b)	Improve young people's employability and reduce NEET through service delivery improvement by March 2011.	

Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS1: Monitoring systems have been established to track cases where a CAF, supported by the Integrated Working Support Team (IWST), has progressed to Social Care Services. Social Care cases progressing down the level of need to CAF level are also being monitored. Pathways to access Team Around the Family (TAF) have been agreed, as too have pathways between TAF and Social Care services. Processes are beginning to embed and monitoring of consultations is becoming more effective. During this quarter, 9 cases open to IWST (Runcorn and Widnes) needed Social Care intervention: 4 had completed CAFs and 4 had been initiated. There is growing evidence of agencies contacting IWST for support and advice and an increasing number of active CAFs, all of which should have a positive impact on the demand for Social Care services.

CFS5 (a): The development of the Team around the Family model of early intervention continues to address all of the recommendations of the CAF review.

OPS2: This is now complete and in place to deliver flexibly free early years entitlement to the appropriate 2, 3 and 4 years olds.

OPS3(b): A Connexions Personal Advisor working within the Teenage Pregnancy Team has successfully linked young parents back into work, education and employment. The recent Care to Learn data has highlighted Halton as being the 2nd best performing authority across England for the engagement of Teen parents onto the programme. The proportion of teen parents engaged in suitable education, training or employment has increased from 31.8% in Quarter 3 2009 to 35.6% in Quarter 3 2010.

Progress is not as expected for:

OPS3 (a): A range of health services for young people, including sexual health, have been developed and these have been made more accessible. The implementation of six days a week provision across Runcorn has been delayed due to the unavailability of suitable premises. The VRMZ outreach bus is now fully operational and is engaging high numbers of young people. The service is providing information, advice and guidance to young people on positive sexual health across Halton at weekends and other identified times. The actual number of teenage conceptions increased slightly in 2009 by comparison to 2008. There is still much more to be done. We need to maintain efforts to reduce teenage pregnancy rates, making a vital contribution to Halton's strategy to reduce child poverty and health inequalities.

Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q4	Current Progress	Direction of travel
CFS L18	Number of CAF's with plans and reviewed in a timely manner	N/A	Baseline established	127 (prov)	N/A	N/A
NI 053	Increase the prevalence of breastfeeding at 6-8 weeks from birth (LAA)	19.3%	23%	a) 18.38%		
NI 056	Reduce obesity among primary school age children in Year 6 (LAA)	22.2% (2008/9)	21.3%	21.6% (2009/10)		
NI 116	Children in poverty (proxy indicator: narrow gap between North West average and Halton for Percentage of families in receipt of out of work benefits) (LAA) <i>Annual indicator next update Jan 2011</i>	26.6%	TBA	27% (2009/10 data)	Refer Comment	N/A
NI 112	Under 18 conception rate (per thousand of the population)	52.6 per 1000 (Rolling Qtrly Average Rate Dec 2008)	21.3 per 1000 (Rolling Qtrly average.) -55% (Change from 1998)	58.9 Per 1000 (Rolling Qtrly average.) +24% (Change from 1998)		

Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS L18: 127 live CAF's on the database. In this quarter there were 13 new CAF Assessments, 72 reviews and 25 new action plans.

NI116: Issues around the poverty indicator have prevented the indicator from being reported previously. Government Office North West were using data for the proportion of families claiming out of work benefits where there are children as a proxy measure for children in poverty. The target adopted for the indicator is to reduce the gap between the Halton figure and the North West average from 5.7% in 2007 to 4.6%. Halton are on

course to meet this target with the latest data provided indicating the gap is currently 4.8%.

Progress is not as expected for:

NI053: Q3 has been updated and used as a proxy for Q4 which will not be available until the end of April 2011.

NI056: Halton reduced its Year 6 obesity rate in 2009/10 and it is expected this trend will continue as we move forward into the 2010/11 year. This is in contrast to the National and regional picture where obesity rates have increased. A comprehensive overweight and obesity programme is being rolled out across all primary schools. In addition we have the Passport for Health programme which works around nutrition, exercise and self esteem and leads to an award for older children. The teenage weight management programme is now embedded and early results are encouraging with 62% of teenagers reducing their BMI, 75% increasing their levels of physical activity and 100% eating more healthily.

NI112: Whilst performance published by ONS shows an increase in Halton's teenage conception rate at December 2009 as against the 2008 level, the number of conceptions has reduced in the last quarter - December 2009.

Standards

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CSF5	Ensure the delivery of the full core offer in Children's Centres and Extended Services by October 2010 in accordance with the action plan.	
LAS1 (a)	Demonstrate improved performance at Early Years Foundation Stage and Primary attainment by quality assurance, ECER audits and the implementation of an Early Years Outcome Duty action plan by March 2011.	
LAS1 (b)	Review and evaluate systems for managing and supporting settings and schools at risk of local authority categorisation and reduce the number of schools in Ofsted categories by March 2011.	
LAS1 (c)	Work with schools to develop action plans to narrow the gap for young people to attain 5 A*-C GCSE including English and Maths by November 2010.	
LAS2	The Learning and Achievement service to evaluate their service providing a service proportionate to need, whilst supporting the most vulnerable children to achieve the best outcomes by March 2011.	
LAS3	Work with settings to encourage an increase in the numbers of employment, education or training by March 2011 in accordance with the action plan.	

Supporting Commentary

All key milestones met for this theme as regards:

CSF5: Full core offer was achieved by July 2010

LAS1(a): In 2010 there was an improvement in the percentage of pupils gaining 78+ points or more 73.8% compared to 72.1% in 2009. The score for the lowest 20% improved to 60.7% from 59.7% and the % gap decreased to 29.4%. 26 settings have undertaken Early Childhood Environmental Rating Scale and Infant and Toddler Environmental Rating Scale (ECER's/ITER's) audits to date. EYFSP outcomes for 2011 will be reported post July.

LAS1(b): Halton's Strategy for Support and Intervention with Schools Causing Concern is due to be revised in line with the White Paper. The LA continues to use its powers of intervention, including the issuing of warning notices, and also undertakes school reviews as necessary. The Cross Service Monitoring Group (CSMG) provides a 'team around the school' approach and Single School Updates are held to support the planning of collaborative support for schools most in need. The outcome of SIP visits is currently fundamental to this process. There is currently 1 primary school in special measures. The most recent Ofsted monitoring report was very positive and it is anticipated that the school will come out of measures Summer 2011.

LAS1(c) 50% of pupils across the Authority attained this benchmark in 2010 – Halton's highest performance. This led to a 5 point rise on 2009 attainment. Free school meal pupils attainment has risen from 24% in 2009 to 30% in 2010. FSM attainment gap has narrowed to 26.4 points, down from 27.3 in 2009.

LAS2: We are within the second phase of supporting Sts Peter and Paul in developing their approach to vulnerable groups and have also been working with St Chad's this term, with support from National Strategies colleagues. A data mapping exercise has been undertaken with regard to vulnerable pupil data within the LA – this will now be reviewed and analysed with a view to ensuring that the data collected informs decision making and service delivery.

LAS3: The NEET Strategy Group continues to implement collaborative initiatives to increase the number of young people in employment, education or training. A monthly case conferencing meeting between providers and Connexions attempts to match hard to reach young people with learning opportunities. A similar group exists for NEET learners with specific vulnerable issues and personal barriers to learning.

Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q4	Current Progress	Direction of travel
CFS LI7	Number of disabled children receiving short breaks	333	360	402 (Dec)		
NI 148	Percentage of Care Leavers in Employment, Education or Training	55.6%	72.5%	66.7%		
LAS LI3	Percentage of Early Years settings inspected by OFSTED in the quarter graded good or outstanding	63%	75%	64%		

LAS LI4	Percentage of settings achieving enhanced ICAN accreditation	14%	20%	37.5%		
LAS LI5	Percentage of schools involved in the Communication Language & Literacy Project	29%	90%	100%		
LAS LI7	Number of Early Childhood Environmental Rating Scales (ECERS) audits completed of settings	N/A	15	31		N/A
NI 82	Inequality gap in the achievement of level 2 qualification by age 19 (Annual indicator) Published March 2011	24% (2008/09)	51%	22% (2009/10)		
NI 081	Inequality gap in the achievement of level 3 qualification by age 19 (Annual indicator) Published March 2011	18% (2008/9)	16%	21% (2009/10)		
CYP1	Reduce the 13% gap in attainment of 5 A*-C GCSEs (incl. English and Maths) by 25% between those living in the worst 10% LSOA nationally and the Halton average in the three years to 2011 (Annual indicator) Published March 2011	13.1% gap (Academic Year 2008/9)	9.75% gap	10%		
NI 117	Percentage of 16-18 year olds not in education, employment or training (proxy indicator: narrow gap between North West average and Halton for Percentage of families in receipt of out of work benefits) (LAA) Expected February 22 nd 2011	10.3%	7.7%	9.3% (Nov 2010 – Jan 2011)		
NI 079	Achievement of a level 2 qualification by the age of 19	66.8%	67%	74.8% (2009/10)		
NI 080	Achievement of a Level 3 qualification by the age of 19 (Annual indicator) Published March 2011	33.7%	42.2%	42.3% (2009/10)		

Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS LI7: Figures last calculated end of December. Quarter 4 information available at end of April 2011.

LAS LI4: 21 accreditations have been awarded since the start of the project, 15 of these are at 'Supporting Communication Level'. 6 of these are at 'Enhancing Communication Level'.

LAS LI5: 15 schools are now submitting data (29%). CLLD is now universal and a further 6 schools have expressed an interest in having a CLLD lead.

LAS LI7: 31 settings audited in total = 41 ITTERS, 44 ECERS R & ECERS E

NI079: The increase in 2009/10 recorded figure represents a 7.6% increase upon the 2009 figure and is the largest annual local authority increase nationally for this indicator. Further growth in this indicator is forecast next year with the 78% of the 2011 cohort having already secured a Level 2 qualification.

NI080: This 8.4% increase upon the 2009 recorded figure for this indicator represents the second largest annual local authority increase. Further growth in this indicator is forecast with large proportion of the 2011 cohort having already secured a Level 3 qualification

NI082: Annual increases in Level 2 achievement by age 19 of both FSM and non-FSM cohorts has led to a 2% reduction in the inequality gap, which currently stands at 22%.

Progress is not as expected for:

NI148: This figure shows a 17% increase on the previous year. Despite efforts to engage with them, 3 care leavers have remained persistently NEET, 1 due to health issues, 1 due to accommodation and custody issues and 1 by choice.

NI117: Work undertaken through the 14-19 Strategic Partnership such as a case-conferencing approach to NEET (where individual NEET learners are matched to possible vacancies) as well as more flexible start dates for provision within the borough has had a positive impact within this cohort. Improved tracking of learners through the September Guarantee group has helped with the reduction. Within the NEET cohort priority areas for 2011 are vulnerable groups and those age 18+. Latest monthly figures show a slight increase in 16-18 NEET.

LAS LI3: Group care (day nurseries, out of school care and pre-schools) good and better 70%. Childminders good and better 58%

NI081: 25% of pupils aged 19 in 2010 that were eligible for Free School Meals when in Year 11 achieved a Level 3 qualification. This is a 5% increase on the 2009 cohort. 46% of pupils aged 19 in 2010 that were not eligible for Free School Meals when in Year 11 achieved a Level 3 qualification. This is an 8% increase on the 2009 cohort. A higher percentage increase in the non-FSM cohort has led to a widening of the inequality gap.

Managing Resources Effectively

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CFS3	Implement and ensure the effectiveness of Children in Care Strategy in line with the invest to save and efficiencies agenda by March 2011 covering the following areas: <ul style="list-style-type: none"> • implementation of increased level of payments to Foster Carers by September 2010 • Review current residential provision by September 2010. 	 
CFS4	To improve services to care leavers through : <ul style="list-style-type: none"> • Recruitment to 7 Apprenticeships within Halton Borough 	

	<p>Council by March 2011.</p> <ul style="list-style-type: none"> Increased employment opportunities within Halton BC to 3 by March 2011. Increase the semi independent accommodation provision for care leavers by 4 by March 2011. 	 
LAS1	To develop a proposal for School Improvement Services across the Learn Together Partnership November 2010 with the objective of creating and implementing a shared or trading service by March 2011.	
LAS3	Commission a range of quality post-16 provision (including SEN) in Halton to reduce the number of young people accessing provision outside the borough by March 2011.	
OPS1 (a)	Develop a virtual joint commissioning unit with the PCT by December 2010.	
OPS1 (b)	To determine the total resources available across the Children's Trust and develop a jointly agreed financial strategy for the Children's Trust in accordance with Total place March 2011.	

Supporting Commentary

Progress has been made towards this theme, and most notably positive progress has been made in regards to:

CFS3: The increased level of payment to foster carers was implemented 1st September 2010. Residential provision has been reviewed and a redesign of services was concluded in March 2011 with the closure of a children's home and the development of supported accommodation for care leavers.

CFS4: 7 apprenticeships were recruited to in the year although only 3 remained in place as of 31st March 2011. A new apprenticeship scheme has been devised for the coming year which will offer opportunities to 4 young people. Semi independent accommodation provision has been increased by 4 units and a further 5 have been commissioned

LAS1: We are working in partnership with Warrington BC to develop a Traded Service for school improvement post September 2011. This will involve working with a private sector provider. The opportunity to share a range of services is being explored across the wider LTP. We intend to retain the statutory functions around schools causing concern and associated intervention so there is a need to guarantee some level of central support.

OPS1(a): Joint Commissioning meetings have been set for the next twelve months and work has now started to develop process and performance systems. A three day training programme was delivered by one PCT and one Local Authority Commissioner from within the team following their attendance at a Train the Trainers course. Action plans have now been developed to address the priorities that emerged from the training. Colleagues from St Helen's Local Authority also attended the 3 training days.

OPS1(b): Work is continuing to identify the funding available across the Children's Trust. Joint commissioning priorities have been agreed with the PCT. In addition, the opportunity to pool further resources is being explored.

Progress is more uncertain for:

LAS3: Evidence shows improvement to post-16 FE provision as per OFSTED inspection of Riverside College. HBC 14-19 team are working with Sixth Forms to raise standards. Provisional 2010 figures released by the DfE show Halton has made significant improvements in both Level 2 and Level 3 achievement by age 19.

CFS4: Only 1 care leaver had employment with the Council. A revised Care Leaver Employment Policy is now in place giving some preference to care leavers

Key Performance Indicators

Ref	Measure	09/10 Actual	10 / 11 Target	Q4	Current Progress	Direction of travel
OPS LI1	Value of services commissioned using Joint planning and commissioning framework	£6.7m	£7.5m		Refer Comment	N/A

Supporting Commentary

OPS LI1: Awaiting Year End Accounts to be finalised.

5.0 Financial Statement

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

Appendix- Explanation for Use of Symbols

Symbols are used in the following manner:

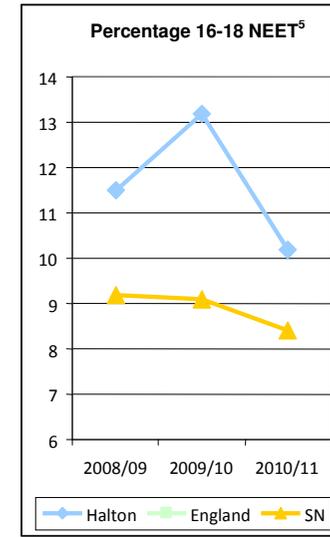
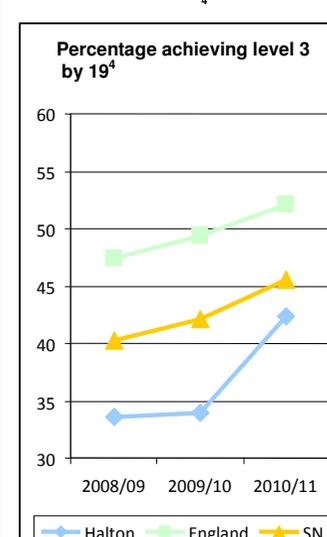
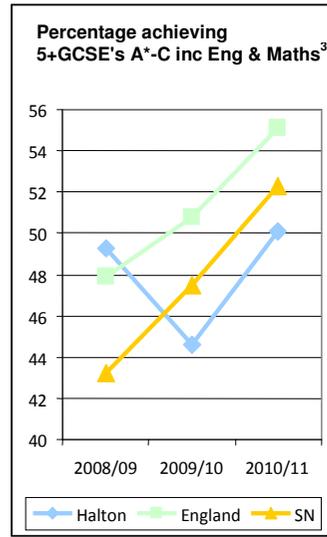
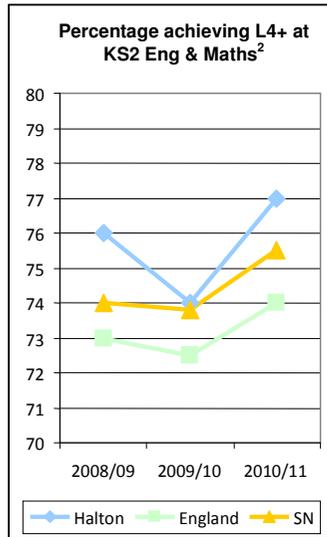
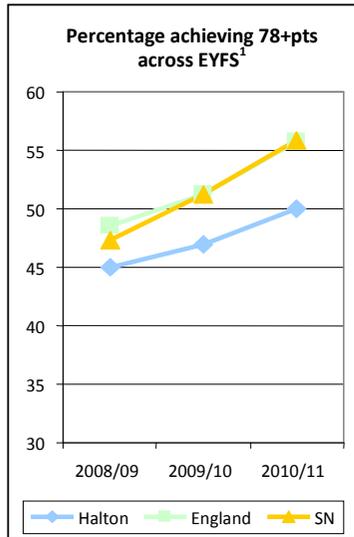
<u>Progress</u>		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to 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

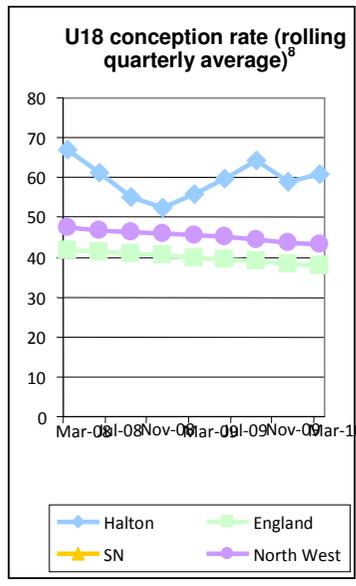
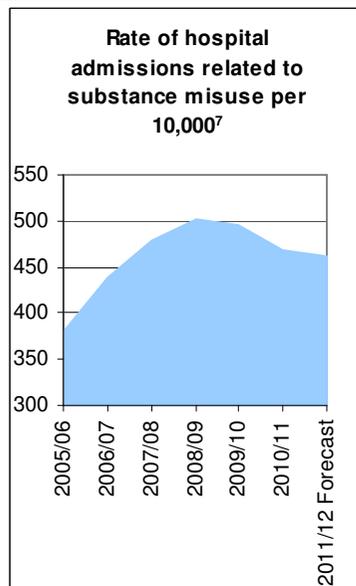
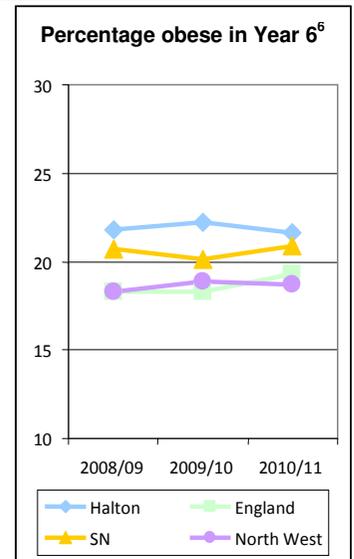
Where possible performance measures will also identify a direction of travel using the following convention

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

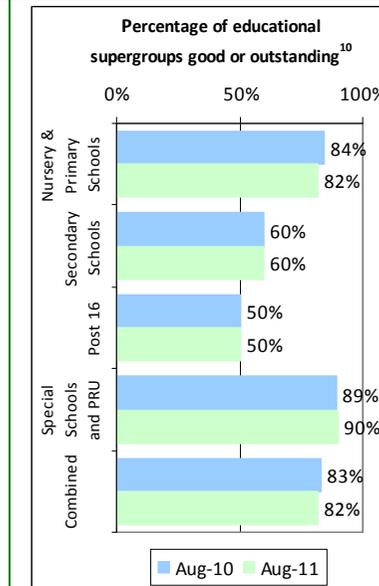
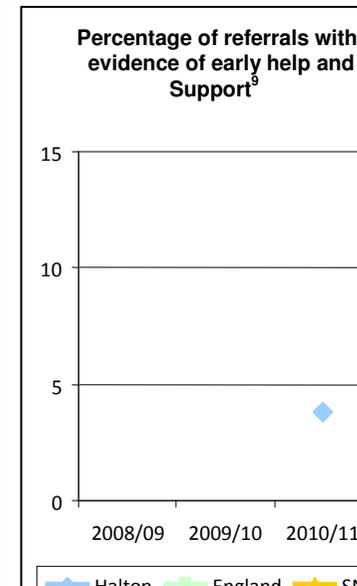
Sustainable Community Strategy Indicators
The Children and Young People of Halton ...
Are successful when they leave school



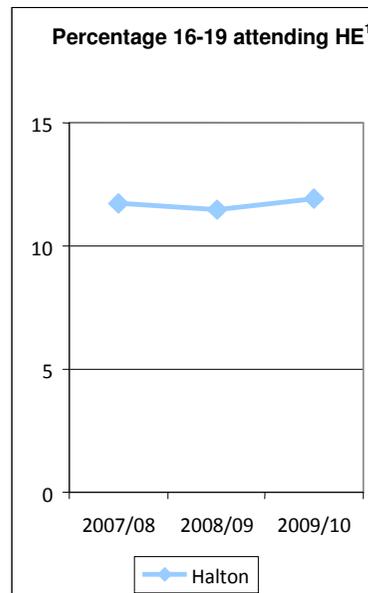
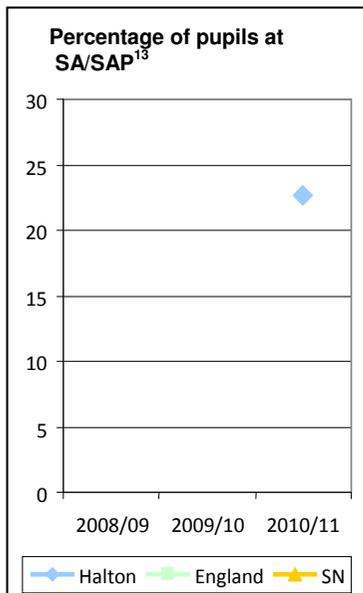
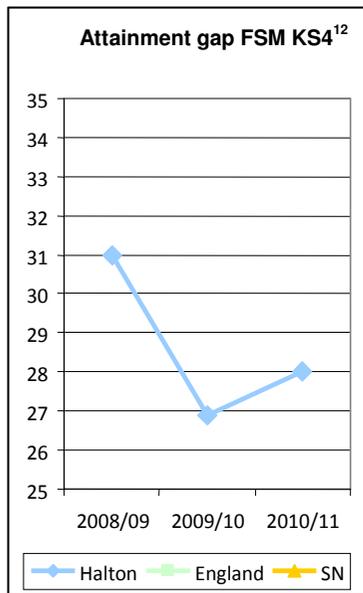
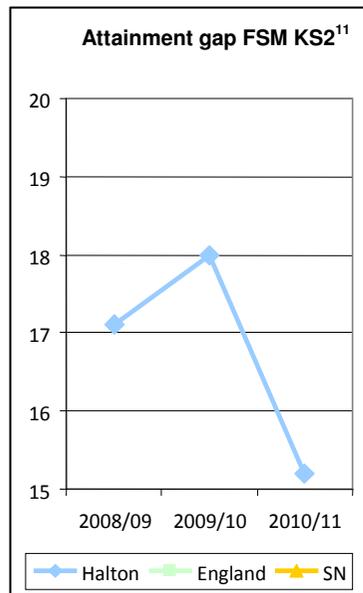
Are emotionally, physically and sexually healthy



Will feel safe at home, in school and in their communities



Do well wherever they live and whatever their needs



Percentage of children with Statements of Special Educational Needs or receiving enhanced provision achieving two levels progress¹⁵ - Measuring their progress is now a requirement of the resource bases and first measurement will commence in 2011/12. Targets will then be set from the baseline position provided from this measurement.

Increase the percentage of children in care achieving their expected outcomes at Key Stage 2 and Key Stage 4¹⁶ - This is a new local measure and therefore 2011/12 data will be the baseline year from which targets can be set in future.

Performance Summary:

Halton measures the performance of the priority outcomes using the indicators outlined above. Progress is shown, where possible, with 5 years information to measure trend, and comparator information where applicable. Targets are aligned to a direction of travel required for the indicators.

Then a summary of what the performance shows and summary of key actions being taken against the areas where performance is not meeting targets etc.

Performance & Improvement

¹ Previously NI072,
² Previously NI073,
³ Previously NI075,
⁴ Local Indicator.
⁵ Previously NI117, no England comparator data
⁶ Previously NI056
⁷ Local Indicator
⁸ Based on NI112, however this is rate not percentage change from baseline
⁹ Local Indicator, no comparator information
¹⁰ Local Indicator based on Children's Services Assessment, Performance Profile from Ofsted
 No comparators available

¹¹ Previous NI102 (a), no comparator information available
¹² Previous NI102 (a), no comparator information available
¹³ Local Indicator, no comparator information available
¹⁴ Local Indicator, no comparator information available
¹⁵ Local Indicator, baseline position to be established 2011-12
¹⁶ Local Indicator, no comparator information available

Performance & Improvement

- ¹ Previously NI072,
- ² Previously NI073,
- ³ Previously NI075,
- ⁴ Local Indicator.
- ⁵ Previously NI117, no England comparator data
- ⁶ Previously NI056
- ⁷ Local Indicator
- ⁸ Based on NI112, however this is rate not percentage change from baseline
- ⁹ Local Indicator, no comparator information
- ¹⁰ Local Indicator based on Children's Services Assessment, Performance Profile from Ofsted
No comparators available

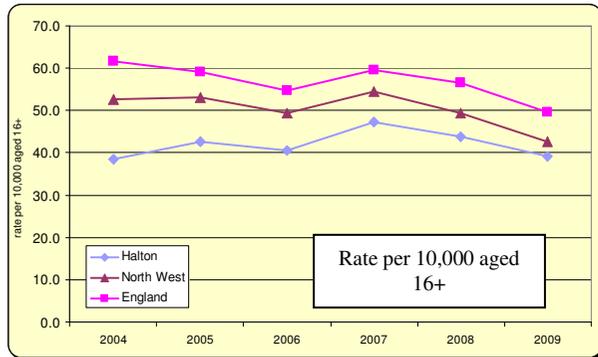
- ¹¹ Previous NI102 (a), no comparator information available
- ¹² Previous NI102 (a), no comparator information available
- ¹³ Local Indicator, no comparator information available
- ¹⁴ Local Indicator, no comparator information available
- ¹⁵ Local Indicator, baseline position to be established 2011-12
- ¹⁶ Local Indicator, no comparator information available



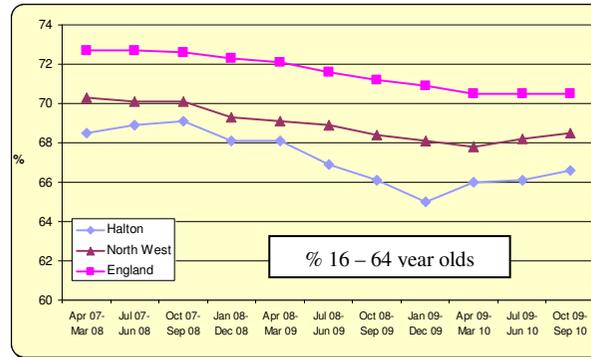
<p>Outcome:</p>	<p>Children and Young People of Halton are successful when they leave school</p>																
<p>Indicator:</p>	<p>Increase the percentage of children attaining level 4 or above in English and Maths at Key Stage 2</p>																
<div data-bbox="159 421 622 1173"> <p style="text-align: center;">Percentage achieving L4+ at KS2 Eng & Maths</p> <table border="1"> <caption>Data for Percentage achieving L4+ at KS2 Eng & Maths</caption> <thead> <tr> <th>Year</th> <th>Halton</th> <th>England</th> <th>SN</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>76</td> <td>73</td> <td>74</td> </tr> <tr> <td>2009/10</td> <td>74</td> <td>72.5</td> <td>73.5</td> </tr> <tr> <td>2010/11</td> <td>77</td> <td>74</td> <td>75.5</td> </tr> </tbody> </table> </div>	Year	Halton	England	SN	2008/09	76	73	74	2009/10	74	72.5	73.5	2010/11	77	74	75.5	<p>Indicator definition:</p> <p>Percentage of all children who attain at least level 4 or above in English and Maths at Key Stage 2</p> <p>Rationale for indicator:</p> <p>This indicator is a key attainment indicator, the data is readily available and we should be able to benchmark data against other areas and previous performance.</p> <p>This attainment indicator is included as part of the new floor standards.</p>
Year	Halton	England	SN														
2008/09	76	73	74														
2009/10	74	72.5	73.5														
2010/11	77	74	75.5														
<p>Data Summary:</p>	<p>Data is taken from KeyPas performance system and is available on an annual basis.</p>																
<p>Performance Summary:</p>	<p>Trend for performance has been positive, with a slight dip in performance in 2009. Halton has consistently higher performance than statistical neighbours since 2008.</p>																
<p>Key activities taken or planned to improve performance:</p>	<p>To be completed by the accountable officer.</p>																

Key Contextual Measures

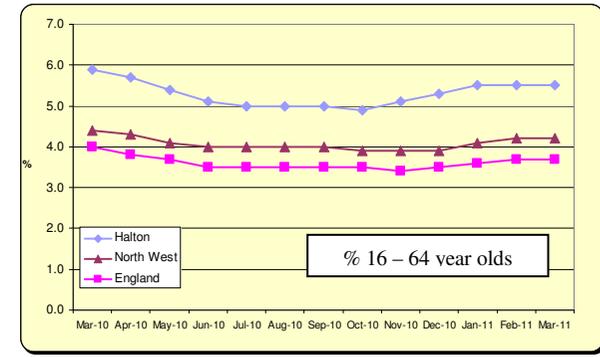
VAT business registrations



Employment Rate



JobSeekers Allowance Claimant Rate



Key developments / emerging issues

The coalition government continue to roll out the initiatives contained within the White Paper 'Local Growth; Realising Every Places Potential with the intention that support for the business sector will increasingly migrate from the public to the private sector. For example the abolition of the Northwest Development Agency and the demise of Business Link will mean that a number of programmes typically accessed by Halton companies will cease.

PA Consulting, a private sector enterprise, have recently been awarded the contract to deliver the United Kingdom Trade and Investment service and the government have announced a competitive bidding process to appoint a single contractor to deliver 'Business Coaching for Growth' to support existing and new high-growth Small and Medium Enterprises.

The North West Development funding for the Widnes Waterfront has now come to an end and phase I of the venture fields project is due to be handed over to tenants by the end of September 2011. the opening of Widnes Bowl, Reel Cinemas and Frankie & Benny's is due in October with the Ice Rink likely to open in 2012.

A regeneration programme manager has been seconded to the Construction Halton project from April 2011 which will provide a sound link between regeneration activity, the Council's employment, learning and skills teams and developers contractors.

With the whole Investor Development team being issued redundancy notices The Mersey Partnership have recalled the secondees

delivering the project in Halton. This post has for some years been an integral part of the Business Development Team providing support to a significant number of local businesses and decisions will now have to be made concerning the future level of support that can be offered.

The restructure of Halton people into Jobs was completed by the end of quarter 4 prior to new reporting arrangements coming into play in the new financial year.

3.0 Progress during the period

Key Milestones

Ref	Milestone	Progress
EEB1	Develop science, technology and advanced manufacturing (STAM) sectoral action plan	✓
	Deliver Business Improvement District 3 year action plan	✓
EEB 2	Launch expanded enterprise academy by September 2010	✓
	Deliver enterprise week programme by November 2010	✓
	Deliver expanded start up programme by March 2011	✓

Summary of Planned and Emergent Activities including exception reports.

The multi-agency STAM group continues to meet on a monthly basis to advance the sector and have developed a number of initiatives. Given the coalition governments significant changes to the governance of the sector the development of a plan will now necessitate the involvement of both the new Daresbury Science and Innovation Campus Joint Venture and other public and private sector agencies.

All elements of the BID Year 3 Action Plan are on programme and on budget.

Halton Chamber of Commerce and Enterprise are delivering the expanded Enterprise Academy and Aftercare Programme. Halton education Business Partnership and Young Enterprise have jointly appointed a Schools Enterprise Officer who is leading the Next Generation Entrepreneurs schools programme and a successful Enterprise week programme was delivered a planned in November 2010.

The Division has now secured a further £60K to continue to deliver an expanded start up programme in Halton. A Service Level

Agreement is now in place for 2011 – 12 for Enterprising Halton to provide 1 to 1 start up advice, pre start up training, 'kick start' courses for individuals wanting to become self-employed or start up their own business. These services will operate alongside the new Enterprise Allowance Scheme (DWP) and the Intensive Start Up Programme.

Exception reports

Unfortunately the number of Council apprentices has not increased as was planned and work is being done with Riverside College and the Corporate Training Centre to covert some existing staff onto apprenticeships. Additionally the Construction Investors Handbook has not yet been produced (**so what and why?**).

Some delay has occurred in relation to Widnes Waterfront and St Michaels golf course due to funding issues.

Key internal indicators

Ref	Measure	Q4 09-10	2010 – 11 Target	2010 - 2011				Progre ss	Travel
				Q1	Q2	Q3	Q4		
EEB LI 1	Number of local people into jobs	374	300	-	-	-	623		
NI 153	Worklessness within the most deprived LSOA's	29.6%	33.5	-	-	-	32.8		
LI 5	Number of inward investment enquiries	119	200	-	-	-	162		
LI 6	Inward investment enquiry conversion rate	13.4	11	-	-	-	14.8%		
EEB LI 9	New business start ups and self employed starts	154	110	-	-	-	148		

Summary of Performance measures and Targets including exception reports

A significant number of local people have been assisted into employment during the year although worklessness within the most deprived LSOA's has increased since last year. Unfortunately the number of disabled people into permitted work (29) has fallen significantly short of annual target (75) and this situation has not been helped by the current economic climate.

As would be expected given the economic climate the number of business inward investment enquiries has declined since last year although the conversion rate remains impressively high and shows an improvement upon that achieved in 2009 – 10. Additionally although the number of start ups and self employed starts failed to achieve annual target levels remain relatively constant.

In the actual version of the report we would seek to develop a commentary that encapsulates the main messages in relation for example to the nature of self-employment in Halton, what drew business to the borough etc.