



**Corporate Policy and Performance Board**

**Tuesday, 3 January 2012 6.30 p.m.  
Civic Suite, Town Hall, Runcorn**

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

**Chief Executive**

**BOARD MEMBERSHIP**

<b>Councillor Alan Lowe (Chairman)</b>	<b>Labour</b>
<b>Councillor Joe Roberts (Vice-Chairman)</b>	<b>Labour</b>
<b>Councillor Peter Browne</b>	<b>Conservative</b>
<b>Councillor Mark Dennett</b>	<b>Labour</b>
<b>Councillor Robert Gilligan</b>	<b>Labour</b>
<b>Councillor Chris Loftus</b>	<b>Labour</b>
<b>Councillor Angela McInerney</b>	<b>Labour</b>
<b>Councillor Ged Philbin</b>	<b>Labour</b>
<b>Councillor Norman Plumpton Walsh</b>	<b>Labour</b>
<b>Councillor Linda Redhead</b>	<b>Liberal Democrat</b>
<b>Councillor Kevan Wainwright</b>	<b>Labour</b>

*Please contact Ann Jones on 0151 906 3795 Ext. 1179 or e-mail [ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk) for further information.  
The next meeting of the Board is on Tuesday, 21 February 2012*

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

**Part I**

<b>Item No.</b>		<b>Page No.</b>
<b>1. MINUTES</b>		
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>		
	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.	
<b>3. PUBLIC QUESTION TIME</b>		<b>1 - 3</b>
<b>4. EXECUTIVE BOARD MINUTES</b>		<b>4 - 15</b>
<b>5. SSP MINUTES</b>		<b>16 - 31</b>
<b>6. DEVELOPMENT OF POLICY ISSUES</b>		
<b>(A) LOCALISATION OF COUNCIL TAX SUPPORT</b>		<b>32 - 35</b>
<b>(B) LOCAL GOVERNMENT RESOURCE REVIEW PROPOSALS FOR BUSINESS RATES RETENTION</b>		<b>36 - 46</b>
<b>(C) BUSINESS PLANNING 2012 / 15 - RESOURCES, CHILDREN &amp; ENTERPRISE AND COMMUNITIES</b>		<b>47 - 242</b>
<b>(D) ANNUAL REPORT FOR ADULT SOCIAL CARE, CHILDREN AND YOUNG PEOPLE AND CORPORATE COMPLAINTS 2010/11</b>		<b>243 - 251</b>
<b>7. PERFORMANCE MONITORING</b>		
<b>(A) PERFORMANCE MANAGEMENT REPORT - QUARTER 2 2011/12</b>		<b>252 - 363</b>
<b>(B) SICKNESS ABSENCE - 2ND QTR 2011/12</b>		<b>364 - 367</b>

***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:** 3 January 2012

**REPORTING OFFICER:** Strategic Director, Resources

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

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

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

**2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

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

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

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

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

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

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

#### **7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

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

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

**REPORT TO:** Corporate Policy & Performance Board  
**DATE:** 3 January 2012  
**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**

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**EXECUTIVE BOARD MEETING HELD ON 13 OCTOBER 2011**

<b>55</b>	<b>PARLIAMENTARY BOUNDARY REVIEW</b>
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The Board considered a report of the Strategic Director, Policy and Resources on the Parliamentary Boundary Review.

The Board was advised that the Boundary Commission had the task of periodically reviewing the boundaries of all Parliamentary Constituencies of England. New rules, laid down by Parliament, involved a significant reduction in the number of constituencies in England from 533 to 502.

The Boundary Commission had completed the first stage of a review process and had published its initial proposals. Details of these proposals as they affected the North West, Cheshire and Halton were contained in the report with full details of proposals available on the Boundary Commission web site: <http://consultation.boundarycommissionforengland.independent.gov.uk/>

The overall review process would be undertaken in five stages with final recommendations in place by 1 October 2013. The Board was reminded that the Council and any interested body had until 5 December 2011 to submit comments on the proposals.

RESOLVED: That Council be recommended to:

- 1) strongly oppose the inclusion of Hale and Ditton in the Mersey Banks Constituency for the reasons outlined in paragraph 4.6 of the Executive Board report;
- 2) suggest that the Penketh and Cuerdley Ward remains within a Warrington based Constituency;
- 3) support the creation of a “**Halton**” Constituency containing the following Wards:

Appleton, Beechwood, Birchfield, Broadheath, Hale, Halton Castle, Farnworth, Grange, Halton Brook, Halton Lea,

Halton View, Heath, Ditton, Hough Green, Kingsway, Mersey, Riverside and Windmill Hill.

(This Constituency would fit the Commission's number criteria as it contains 79,654 electors);

- 4) not support the renaming of the Halton Constituency – Widnes and Runcorn – as, if the Council's proposal in 3) above is accepted, then the Constituency of Halton would be substantially as it is now and therefore would not require renaming;
- 5) **Reluctantly** accept the inclusion of Daresbury, Norton North and Norton South in a Warrington South Constituency; and
- 6) express concern to the Commission in relation to the lack of publicity given to this important topic and the difficulty presented to third parties in doing so because of a potential conflict of interest.

<b>56</b>	<b>LOCAL GOVERNMENT RESOURCE REVIEW, PROPOSALS FOR BUSINESS RATES RETENTION - CONSULTATION</b>
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The Board received a report of the Operational Director, Finance on the Local Government Resource Review Proposals for Business Rates Retention Consultation.

The Board was advised that the Government's Local Government Resource Review would make fundamental changes to the funding of local government and have a significant impact upon the future resources available to the Council.

As part of the Resource Review, the Government had launched a consultation in relation to the proposals for Business Rates Retention. In August 2011, eight technical papers were published which provided further details of the proposals. The consultation set out how Tax Increment Financing (TIF) and the New Homes Bonus would work within the proposed Business Rates Retention System.

The Board was further advised that the consultation did not propose any changes to the current business rates payment mechanism, with the rateable values set by the Valuation Office Agency and the rate in the pound set by Government. However, the changes proposed related to the re-distribution of business rates and this was outlined in the report for Members' consideration.

The Board noted that the deadline for responses on the consultation was 24 October 2011. Halton's proposed response was

contained in Appendix 2. In addition, it was proposed that the Council made a contribution to a joint response by the Liverpool City Region.

RESOLVED: That

- 1) the consultation response presented in Appendix 2 be approved; and
- 2) the Council contributes to a joint consultation response by the Liverpool City Region.

<b>58</b>	<b>LAND DISPOSAL FOR HOUSING DEVELOPMENT</b>
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The Board considered a report of the Strategic Director, Children and Enterprise on Land Disposal for Housing Development.

The Board was reminded that, after extensive stakeholder and community consultation, in September 2003 the Council formally adopted the 'Castlefields Masterplan - An ambition for regeneration and a plan for action'. In doing so, the Council also authorised a series of supporting actions to help deliver the Masterplan, as outlined in the report.

The Board noted that to facilitate the delivery of the Masterplan the Council adopted the Castlefields and Norton Priory Action Area Supplementary Planning Document (SPD) in June 2005, to formally guide the physical regeneration of the area. The Masterplan and SPD provided the basis for approval by the Local Planning Authority in August 2008 of outline planning permission for residential development of Lakeside and Canalside. In July 2009 the outline permission was extended for a further three years.

RESOLVED: That the disposal of c.5.9 acres of land subject to planning permission and subject to a formal valuation report from the District Valuer, be approved.

**EXECUTIVE BOARD MEETING HELD ON 3 NOVEMBER 2011**

<b>60</b>	<b>2011-12 HALF YEAR SPENDING</b>
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The Board received a report of the Operational Director, Finance which reported on the 2011/12 Half Year Spending as at 30 September 2011.

A summary of spending against the revenue budget up to 30 September 2011 was attached to the report at Appendix 1. This provided individual statements for each department. The Board was

advised that in overall terms, the revenue expenditure was above the budget profile, although this was only a guide to eventual spending.

The Board was reminded that, at its meeting on 22 September 2011, an Action Plan was approved which aimed to restrict spending by year end within its bottom-line operational budget. It was noted that the required actions had been put in place and would continue to be applied during the remainder of the year.

The report contained a number of budget proposals for 2012/13. Members noted that a number of these proposals could be implemented immediately, to achieve a part-year saving for 2011/12, to assist in keeping the overall spending in line with budget. Since the report was written, three figures had been amended and these were reported as follows:

- Reduction in the number of externally commissioned placements for children in care (£100,000);
- Open spaces- reduction in security in parks (£50,000); and
- Supporting People – efficiency saving in external and in-house services following revue of current SP funding (£100,000) and an underspend in Supporting People budgets (£473,000 one-off).

The report also outlined details of a revision to the capital spending programme and monitoring of the Council's balance sheet.

RESOLVED: That

- 1) all spending continues to be limited to the absolutely essential;
- 2) Directorates continue to closely control spending on agency staff and additional hours (including overtime) so that spending in these areas reduces in each succeeding quarter;
- 3) Strategic Directors ensure overall spending at year-end is within their total operational budget;
- 4) Council be recommended to approve the revised capital programme as set out in Appendix 2; and
- 5) Council be recommended to approve implementation of the 2012/13 budget proposals listed in paragraph 3.13 of the report, subject to the inclusion of the amended figures reported.

<b>65</b>	<b>ACCOMMODATION UPDATE</b>
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The Board considered a report of the Strategic Director, Children and Enterprise which provided Members with an update on Council accommodation.

Members were reminded that the Council's Office Accommodation Strategy (2007), stated that where possible, staff should be located in Council owned buildings. Since then much progress had been made with a number of proposals resulting in savings within the property portfolio.

The report outlined the current position with a number of properties including Runcorn Town Hall, Municipal Building, Rutland House, Grosvenor House as well as the Council's depots.

The report contained a number of proposals for the future use of a number of the Council's offices for Members' consideration.

**RESOLVED:** That the Strategic Director, Children and Enterprise, in consultation with the Resources Portfolio Holder, be authorised to implement the proposals contained within section seven of the report.

**EXECUTIVE BOARD MEETING HELD ON 17 NOVEMBER 2011**

<b>72</b>	<b>MEDIUM TERM FINANCIAL STRATEGY</b>
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The Board considered a report of the Operational Director, Finance on the Medium Term Financial Strategy.

The Board was advised that the Medium Term Financial Forecast (MTFF) set out a three-year projection of resources and spending based on information currently available. However, as there was information yet to be received any revisions would need to be made as new information became available.

The projections in the forecast clearly showed there was a need to make a significant level of savings over the next three years, as a result of the joint effect of three government policies. These policies were the reduction in grant support to councils, the localisation of council tax benefit and the localisation of business rates. It was noted that this would mean a considerable deterioration in the monies available to fund services in the Borough.

The forecast provided initial guidance to the Council on its financial position into the medium term. Revenue savings of up to £15m,

£13m and £11m would be required over the next three years. In making these savings the Council would need to have in mind the objectives of the Medium Term Financial Strategy (MTFS) as set out in the report.

The Board were reminded that the MTFS represented the “finance guidelines” that formed part of the medium term corporate planning process. These guidelines identified the financial constraints that the Council would face in delivering its key objectives, and were an important influence on the development of the Corporate Plan and Service Plans and Strategies.

Councillor Mike Wharton referred to a newspaper article which compared the amounts of grant cuts per head of population imposed by the Government on councils around the country. A map was circulated which shows the highest grant cuts were in the most deprived areas of the country, including Halton.

RESOLVED: That

- 1) the Medium Term Financial Forecast be noted;
- 2) the base budget be prepared on the basis of the underlying assumptions set out in the Forecast;
- 3) the Budget Strategy and Capital Strategy be approved;
- 4) the Reserves and Balances Strategy be approved; and
- 5) further reports be considered by the Executive Board on the budget.

#### **EXECUTIVE BOARD MEETING HELD ON 1 DECEMBER 2011**

<b>74</b>	<b>ANNUAL AUDIT LETTER</b>
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The Board received a report of the Strategic Director, Policy and Resources on the Annual Audit Letter 2010/11.

The Board was advised that the Annual Audit Letter summarised the findings from the 2010/11 audit completed by the Council’s External auditors. The Letter included messages arising from the audit of the financial statements and the result of the work that had been undertaken in assessing the Council’s arrangements to secure value for money in the use of its resources.

Mike Thomas, the District Auditor and Colette Williams Audit Manager, attended the meeting and reported that an unqualified audit opinion had been issued on the Council’s financial statements, which

had been completed in line with the statutory deadlines. The District Auditor also concluded that the Council had adequate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Board wished to place on record their thanks to all Officers that had assisted in the preparation of the audit inspection.

RESOLVED: That the Annual Audit Letter be approved.

<b>75</b>	<b>DETERMINATION OF THE COUNCIL TAX BASE</b>
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The Board considered a report of the Operational Director, Finance, on the requirement for the Council to determine the "Tax Base" for its area and the tax base for each of the Parishes.

The Council was required to notify the figure to the Cheshire Fire Authority, the Cheshire Police Authority and the Environment Agency by 31<sup>st</sup> January 2012. In addition, the Council was required to calculate and advise the Parish Councils, if requested, of their relevant tax bases.

The Board was advised that the Tax Base was the measure used for calculating the council tax and was used by both the billing authority (the Council) and the major precepting authorities (the Cheshire Fire Authority and the Cheshire Police Authority), in the calculation of their council tax requirements. It was arrived at in accordance with a prescribed formula representing the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent of Band "D" dwellings. Taking account of all the relevant information and applying a 99% collection rate, the calculation for 2012/13 gave a tax base figure of 38,200 for the Borough as a whole.

RESOLVED: That Council be recommended that:

- 1) the 2012/13 Council Tax Base be set at 38,200 for the Borough, and that the Cheshire Fire Authority, the Cheshire Police Authority, and the Environment Agency be so notified; and
- 2) the Council Tax Base for each of the Parishes be set as follows:

Parish	Tax Base
Hale	729
Halebank	590
Daresbury	146
Moore	345
Preston Brook	347
Sandymoor	985

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 13  
OCTOBER 2011**

<b>41</b>	<b>VARIATION OF THE NON STATUTORY FEES AND SETTING OF NEW FEES OFFERED BY HALTON REGISTRATION SERVICE FOR 2012-13</b>
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The Sub Committee was advised that the Marriage Act 1995 and Civil Partnership Act 2005 allowed local authorities the facility to set fees for the attendance of a Superintendent Registrar and Registrar at a ceremony in an approved premise. In January 2011 the Sub Committee agreed to review its charges for non-statutory registration services each September for the forthcoming financial year.

As part of the review of charges the following changes were proposed:

- the Service currently had two levels of fees for civil ceremonies taking place in a decommissioned room. It was proposed to amend this to one fee level as most ceremonies take place in the afternoon;
- increase the non-returnable reservation fee of £20 to £25 for the booking or subsequent change of time, date or venue for all ceremonies; and
- introduce a fee of £18 for telephone applications for copies certified certificates e.g. birth, marriage and death etc from 1<sup>st</sup> January 2012.

RESOLVED: That the following variations and the setting of new fees offered by Halton Registration Service as set out in the report be approved.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 3  
NOVEMBER 2011**

<b>50</b>	<b>TREASURY MANAGEMENT 2011-12 – 2<sup>ND</sup> QUARTER JULY TO SEPTEMBER</b>
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The Sub-Committee considered a report which updated Members on the activities undertaken on the money market as required by the Treasury Management Policy.

The report provided supporting information on the economic background, economic forecast, short term rates, longer term rates,



temporary borrowing/investments and new borrowing. It was noted that all the policy guidelines in the Treasury Management Policy had been complied with.

RESOLVED: That the report be noted.

<b>51</b>	<b>TREASURY MANAGEMENT 2011-12 – MID YEAR REVIEW</b>
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The Sub-Committee considered a report, which reviewed activities on Treasury Management for the mid-year point 2011/12 in accordance with the Council’s Treasury Management Policy Statement.

The mid year report covered the following:

- An economic update for the first six months of 2011/12;
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
- Capital expenditure (prudential indicators);
- A review of the Council’s investment portfolio for 2011/12;
- A review of the Council’s borrowing strategy for 2011/12;
- A review of any debt rescheduling undertaken during 2011/12;
- A review of compliance with Treasury and Prudential Limits for 2011/12.

Members were advised that as a consequence of delays in the capital programme and in particular the Mersey Gateway project, more investments were being held with UK backed LloydsTSB and the Royal Bank of Scotland. With potential further delays likely combined with advance borrowing where beneficial, it was recommended to increase the counterparty limits of LloydsTSB and RBS as follows:

		Current		Revised	
	<3months	>3months	<3months	>3months	
LloydsTSB	£20million	£15million	£30million	£20million	
RBS	£20million	£15million	£30million	£20million	

RESOLVED: That Council be recommended to approve the revised Prudential Indicators and the increase in counterparty limits for Lloyds/TSB and Royal Bank of Scotland.

**EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 17  
NOVEMBER 2011**

<b>56</b>	<b>COMPUTER SALARY SACRIFICE SCHEME</b>
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The Sub Committee considered a report for a salary sacrifice scheme which allowed all permanent members of Halton Borough staff and temporary employees with a contract lasting longer than the lease to be included, to take the option to lease personal computer equipment for use within the home.

The scheme would allow those employees the opportunity to budget within their means, take advantage of discounted rates and spread payment options for modern and up to date computer equipment whilst supported by the added benefit of maintenance and insurance options. Full details of the benefits of the scheme and how the scheme would operate in Halton were outlined in the report. It was noted that only eligible employees who earned a salary that would remain above the legally set National Minimum Wage once deductions had been taken would be eligible for the scheme.

Members were advised that it was proposed that 15% of the income received from this scheme would be set aside to insure against the potential for a small number of bad debts.

In addition it was noted that investigations were ongoing into developing a similar scheme within the Authority's schools which would benefit parents and pupils. The scheme could utilise the considerable education discount the Authority could gain from the major suppliers such as Microsoft and Apple. A pilot scheme of 4 schools within the Authority was in the planning stage.

In order to initiate the availability of the service prior to Christmas it was suggested that Standing Orders be waived.

RESOLVED: That

1. the Board supports the development of this scheme; and
2. the Board waives Standing Orders in relation to procurement allowing the Scheme to be developed and made available by the 30<sup>th</sup> November 2011, prior to Christmas.

**REPORT TO:** Corporate Policy & Performance Board  
**DATE:** 3 January 2012  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Halton Strategic Partnership Board Minutes  
**WARD(s):** Boroughwide

**1.0 PURPOSE OF REPORT**

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

**2.0 RECOMMENDATION: That the Minutes be noted.**

**3.0 POLICY IMPLICATIONS**

3.1 None.

**4.0 OTHER IMPLICATIONS**

4.1 None.

**5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

**5.1 Children and Young People in Halton**

None

**5.2 Employment, Learning and Skills in Halton**

None

**5.3 A Healthy Halton**

None

**5.4 A Safer Halton**

None

**5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

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

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

**HALTON STRATEGIC PARTNERSHIP BOARD**

**Minutes of a meeting held on Wednesday, 21 September 2011 in the Bridge Suite, Stobart Stadium, Widnes**

**Present:**

<b>Board Members:</b>	Councillor Rob Polhill (Chairman)	HBC
	Nick Atkin	Halton Housing Trust
	Councillor D Cargill	Police Authority
	Dympna Edwards	NHS Halton & St Helens
	Kate Fallon	Bridgewater Community NHS
	Mike Fry	Community Empowerment Centre
	Rev. Ray Jones	Faith Communities
	Gus O'Rourke	Cheshire Fire and Rescue Service
	Terry Parle	Sports Partnership
	Michael Sheeham	Riverside College
	Diane Sproson	Connexions
	Richard Strachan	Cheshire Police
	Jim Wilson	NHS Halton & St Helens
	Sally Yeoman	Halton & St Helens VCA

**Advisors to the Boards**

Eleanor Carter	HBC
Hazel Coen	HBC
L Derbyshire	HBC
Lisa Driscoll	HBC
Tim Gibbs	HBC
Alan Graham	HBC
Wesley Rourke	HBC
Shelah Semoff	HBC

Apologies for Absence: Beth Bill, Paula Cain, Mariangela Hankinson, Councillor Ron Hignett, Anne McIntyre, David Parr, John Rigby and Steve Spoerry,

**15 MINUTES OF THE LAST MEETING AND MATTERS ARISING**

The minutes of the meeting held on 1 June 2011 having been printed and circulated were agreed as a correct record.

**16 VOLUNTARY SECTOR UPDATE (INCLUDING BIG SOCIETY)**

The Board received a presentation on the Big Society from Sally Yeoman, Chief Executive Halton and St Helens Halton Voluntary and Community Action (CVS). The presentation:-

- Advised the Members that St Helens CVS and Halton Voluntary Action had merged on 1 November 2010 and covered the two Boroughs of Halton and St Helens;
- Set out quotes on 'The Big Society' which highlighted that there was a general lack of understanding on what it was;
- Outlined the political context of the Big Society in respect of cuts, localism, public service reform and that it was Cameron's big idea;
- Highlighted that in order to achieve the aims of the Big Society there would need to be a localism ethos and decentralisation;
- Detailed and explained what was known at present in respect of:-
  - Communities First;
  - Big Society Bank; (now Big Society Capital);
  - Vanguard; and
  - the Big Society Network;
- Highlighted the potential cost of the Big Society;
- Explained the National Citizens Service
- Highlighted that it would not just affect voluntary sector organisations, as it cut across all areas and other agencies such as health and police would be involved in the Big Society;
- Detailed a number of personal thoughts relating to the following:-
  - Great Brand – no substance;
  - VCS – very negative comments to date;
  - Could abuse the role of the sector, in particular volunteers;
  - VCS could become a Trojan horse for cuts; and
  - There was a need to work with partners.

RESOLVED: That

- (1) the presentation be received:
- (2) Sally Yeoman be thanked for her informative presentation.

## 17 DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT

The Board considered a presentation which outlined the key findings of the public health annual report. It also provided a commentary on the health of people in Halton and St Helens and an update on a key area of health policy.

The Annual Report of the Director of Public Health 2011/12 was circulated at the meeting.

The Board was advised that the key issues of the report were Mental Health and Wellbeing. The presentation included:-

- An outline of the annual report;
- The achievements of 2009/10 as follows:-
  - last years screening and health checks – 13,000 health checks had been carried out and over 1500 people treated;
  - there had been an improvement in the uptake of screening; and
  - a third of young people had been tested for Chlamydia which had improved sexual health and reduced infertility;
- Detailed the main causes of death in Halton and St Helens PCT during 2009 as follows;
  - deaths had been reduced by 70% over the last 10 years;
  - cancer was a bigger cause of death than circulatory disease; and
  - there had been a focus on early checks and cancer was the theme for this year;
- Highlighted that the Partnership would need to build on strengths in the Joint Strategic Needs Assessment;
- Explained that mental health and well being covered six areas, all of which had been improved;
- Set out and explained the key issues in community mental wellbeing and resilience;
- Highlighted page 32 of the annual report – the five ways to wellbeing;
- Highlighted the recommendations on Page 24 of the report and asked the partners to consider them; and
- Gave details of deaths by cancer and explained the importance of recommendations 1 and 2 on page 59 of the report in ensuring these were delivered throughout the changes.

It was reported that it was important that SSP's looked at the elements in the report that related to their areas and consider what was being done, how it could be improved so that this information could be used to inform the review.

In conclusion, the importance of ensuring a continuity of focus on community development, prevention and early detection was emphasised. It

was reported that the annual report was a web based document and could be accessed at [www.haltonandsthelenstpct.nhs.uk](http://www.haltonandsthelenstpct.nhs.uk)

It was noted that the gap between life expectancy between males and females had been reduced. It was agreed that a summary of these statistics would be circulated to Mr N Atkins, Halton Housing Trust.

RESOLVED: That

- (3) The presentation and comment raised be noted; and
- (4) Dympna Edwards be thanked for her informative presentation.

## **18 SCS / SSP PERFORMANCE FRAMEWORKS**

The Board considered a report on the process for the identification of performance measures and targets for inclusion within the Sustainable Community Strategy (SCS).

The Board was advised that the Sustainable Community Strategy, was a central document for the Council and its partners, which provided an evidenced-based framework through which actions and shared performance targets could be developed and communicated.

The Board was further advised that a corporate template, attached to the report had been designed and brought together all relevant items of performance information that would inform the identification of annual targets for the individual measures contained within the SCS and the Council's Corporate Plan.

It was reported that a summary had been provided in the Appendix to the report of all key measures in the SCS. Details of completed proformas for individual measures were also available on request.

In conclusion, it was reported that a complete list of measures and targets would be presented to the next meeting of the Board.

RESOLVED: That all the measures within the Strategy have appropriately developed annual targets for the period 2011 - 2016 in line with the SCS Delivery Plan be noted.

## **19 CHILD AND FAMILY POVERTY STRATEGY**

The Board considered a report which sought the formal adoption of the Halton Child & Family Poverty Strategy.

The Board was advised that since the draft strategy had been reported to the March meeting it had been subject to extensive consultation and had benefited from input from the Children's Trust, particularly the Development Plan. Colleagues had also engaged on drafting the Liverpool City Region Child



Poverty and Wellbeing Strategy and the Halton Child and Family Poverty Steering Group.

The final version of the strategy was circulated at the meeting. In addition, the key changes since the draft strategy in March were:-

- Supporting evidence had been moved from the main body of the strategy to appendices;
- A Vision; and
- A Development Plan.

It was reported that the Development Plan reflected the fact that this was the first time that many of the partners had worked together on this specific topic, and the difficulty in setting concrete actions at this time was highlighted.

Furthermore, the steering group believed that the Development Plan would provide the flexibility needed to remain effective and relevant. One consequence of this flexibility was that there would be a need to undertake further work to integrate the strategy with the emerging sustainable community strategy performance monitoring framework.

In conclusion, it was reported that subject to the strategy securing formal approval and adoption, the next key task for the Child and Family Poverty Steering Group would be to monitor progress against the Strategy and to 'SMART-en' the Development Plan.

RESOLVED: That

- (1) the 2011 – 2013 Halton Child & Family Poverty Strategy be formally endorsed and members secure its adoption by their respective organisations; and
- (2) half yearly progress reports be presented to the Board.

## **20 HEALTH AND WELLBEING BOARD - UPDATE**

The Board considered a report which provided an update on the development of a Shadow Health and Wellbeing Board for Halton and presented the Draft Terms of Reference.

The Board was advised that the Halton Health Partnership (HHP) currently acted as the thematic partnership for the Healthy Halton priority. The Partnership reported into the Halton Strategic Partnership Board as one of the five Specialist Strategic Partnerships (SSPs).

The Board was further advised that the HHP had a strategic responsibility for the Healthy Halton priority and for those elements of work that contributed to the objectives of the Sustainable Community Strategy (SCS) and Local Area

Agreement (LAA). The Halton Health Partnership was currently chaired by the Acting Director of Public Health.

It was reported that health priorities were also addressed by the Healthy Halton Policy and Performance Board and Children's health issues were included in the work of the Children's Trust and the Children and Young People's PPB.

It was reported that safeguarding was addressed by the Safeguarding Adults Board (SAB) which reported directly into the Safer Halton Partnership and was a non statutory board. Children's Safeguarding issues were addressed by the Halton Safeguarding Children's Board (HSCB) which was a statutory board that sat alongside Halton's Children's Trust, with each reporting into and providing challenge to the other. The HSCB, in addition also provided an annual report to the Council's Executive Board.

Following an extensive consultation regarding the attached Terms of Reference set out in Appendix 1 to the report, it seemed appropriate to set up a Shadow Health and Wellbeing Board in Halton.

The Shadow Health and Well-being Board would be responsible for guiding and overseeing the implementation of the ambitions outlined in the Health White Paper as well as providing the strategic direction for the Health priority in Halton.

Formal decision making responsibility would continue to rest with the Council's Executive and the relevant governance bodies of the local health services until new legislation was enacted. Transitional governance arrangements were key in establishing the Shadow HWBB, given that Health and Well-being Boards would assume their statutory responsibilities from April 2013. In addition, Overview and Scrutiny issues would remain an integral independent arrangement within the Health Policy & Performance Board.

In conclusion, it was reported that It was proposed that a Shadow Health & Wellbeing Board would be established in October 2011. This would operate in shadow form and a review would be undertaken 12 months after its commencement and a further report to be presented to the Executive on its progress. The current Health SSP would be disbanded and many of their actions embedded into the new Shadow Board.

The Members of the Board welcomed the report and were pleased with the Halton response to the initiative.

It was reported that Noel Sharpe would be the Halton Housing Trust's representative on the Shadow Health and WellBeing Board.

The Board took the opportunity to place on record their thanks to the Health SSP for the excellent work they had undertaken during the last few years. It was agreed that a letter of thanks be sent on behalf of the Board.

RESOLVED: That

- (1) a new Health and Wellbeing Board will be created in Halton during October/ November 2011;
- (2) the existing Health Partnership will be disbanded with many of it's actions being embedded into the new Health and Wellbeing Board; and
- (3) the new Health and Wellbeing Board will continue the role of the existing Health Partnership in terms of it's relationship to the HSPB and will continue to report into the Board.

## **21 HALTON STRATEGIC PARTNERSHIP GOVERNANCE REVIEW**

The Board considered a report which informed the Partners of progress in undertaking the Governance Review which had been proposed in December 2010 and further refined at the Board Development Day in January 2011.

The Board was further advised that the following areas of governance would be examined and refreshed as necessary as part of the governance review. This would lead to the updating of the Halton Strategic Partnership Constitution and related Terms of Reference for the HSP and SSP Boards:-

- HSPB Governance documentation;
- Specialist Strategic Partnerships (SSPs) Responsibilities;
- Funding & Resource Arrangements to Support the LSP;
- Performance Framework; and
- Partnership Work Programme.

It was reported that Work was already underway in reviewing the Governance arrangements of the HSPB and its supporting partnerships with the intention that the full review would be concluded in the New Year. This would result in a partnership that was robust, fit for purpose and with a defined work programme and strong set of guiding principles.

In conclusion, the Board was advised that the election for the Police Commissioner would now be held in November 2012 and that the returning officer would be David Parr, Chief Executive of Halton Borough Council.

RESOLVED: That

- (1) the progress made to date on updating and standardising the Governance Documents and comments raised be noted; and
- (2) the proposal to finalise the Review in 2012 when further details of changes in emerging policy are known be endorsed.

**22 ENHANCED PARTNERSHIP WORKING UPDATE**

The Board considered a report which gave Partners information on the progress being made in undertaking the Enhancing Partnership Working Project in advance of the workshop being held on the morning of 17<sup>th</sup> October 2011.

The Board was advised that following a bid to the North West Improvement and Efficiency Partnership (NWIEP), the Halton Strategic Partnership Board had been successful in being awarded 20 days of Local Improvement Advisor advice aimed at assisting the Halton Strategic Partnership (HSP) in improving further how partner organisations share information and work together. The project would provide a focus for support for key themes around leadership, partnership development, service transformation and improved public services.

The Board was further advised that a steering group to oversee the project had been established and a project plan agreed. The project would be completed in October, and the findings, emerging issues and recommendations would be discussed at a practical HSP Board away day in October.

It was reported that some of the key project activities to date included work looking at the Team around the Family approach and the added value it was bringing to support services for children and young people. Findings would be disseminated towards the end of the project in the form of a case study.

Furthermore, a workshop would be convened in September for providers that would map the existing resources and interventions for families with complex needs, and look at how greater collaboration and joined up ways of working might reduce intervention and budgets

The project was also looking at undertaking a Cost Benefit analysis looking at the three key themes of stronger labour force, reducing alcohol related harm and promoting social responsibility. A workshop of partners engaged on the stronger labour force theme had been held in July with a follow up in September. Work was also underway on mapping provision on the other themes.

It was reported that the exercise would not cease in October, but would continue to develop and interventions analysed which would result in a clearer picture of which organisations / services bore the costs and benefits. In addition, it would evolve as a best practice model.

The Board noted the negative impact alcohol abuse had on families from various backgrounds. It was also noted that it would be useful to have an audit of what resources were available and mapping out the issue and associated issues could also be very beneficial.

**RESOLVED:** That the report and comments raised be noted.

**23 HALTON'S RESIDENTS SURVEY**

The Board considered a report which informed the Partners inform of the intention to produce a 2011 Resident's Survey.

The Board was advised that the cancellation of the Place Survey by the current Government meant that local authorities would no longer have access to a comprehensive commentary on the views of local residents. The findings from the Place Survey 2008 had been a useful resource for both the Council and its partner organisations and had been used previously to inform performance frameworks (such as the LAA). It was reported that it would be expected that the results would have also informed the new performance frameworks and obtained a better understanding of local resident's opinions on Halton as a place.

The Board was further advised that a re-designed Halton Residents' survey for 2011 would provide a comprehensive picture of what Halton residents thought about the Council, its partners and the services they delivered. In addition, it was hoped that the survey would take place in the Autumn and results available early in 2012.

It was reported that the survey would be sent out the week commencing 26 September 2011. It was noted that Connexions had not been included in section E5 of the survey. In response, it was reported that if it was possible Connexions would be added to the survey.

RESOLVED: That

- (1) The proposed content of the survey be noted; and
- (2) when available, a electronic draft survey be circulated to Members of the Board.

**24 SUB-REGIONAL UPDATE**

The Board considered a report which provided an update on Regional working and recent initiatives that had been announced. The report also focussed on employment learning and skills and regeneration activities which were of relevance to Halton partners.

The Board was advised that section three of the report gave a brief summary of the key policy areas. In addition, it was reported that Halton were being particularly pragmatic in accepting legislation whilst maximising opportunities.

The Board was further advised that Lord Heseltine had taken a key interest in the development of Liverpool City Region LEP. It was reported that the Council were very much involved in the discussions associated with the report that Lord Heseltine was preparing over the next three months on 'non

public cities'. Halton was also instrumental in raising Halton's profile at a region, sub regional and national level.

It was noted that Halton had obtained a significant amount of investment over the last few years which was having a positive impact on the area for local people obtaining employment in the Borough. However, it was highlighted that this would also result in additional people moving into the Borough on a temporary basis, whilst the contractual work was taking place. This, it was reported would put additional pressure on existing resources and consideration would need to be given to reflect the changes. In response, it was reported that consideration would be given to building some of these elements into the Core Strategy.

RESOLVED: That

- (1) the report and comment raised be noted; and
- (2) a further report be presented to a future meeting of the Board.

**25 NHS REFORMS: REVIEW OF THE NHS FUTURE FORUM RECOMMENDATIONS AND GOVERNMENT RESPONSE**

The Board considered a report which provided the Partners with a briefing on the key findings of the NHS Listening Exercise and the Government response.

The Board was advised that on 6 April 2011, the Prime Minister, Deputy Prime Minister and Secretary of State for Health announced that they would "Pause, Listen, Reflect and Improve" on plans for reforming the NHS, as set out in the current Health Bill.

As part of this, the Government established the NHS Future Forum- a group of 45 health professionals, patient and public representatives and others with a stake in getting the health reforms right. The Forum was Chaired by Professor Steve Field, immediate past Chairman at the Royal College of GPs.

The scope of the listening exercise was to report back to Government on the following key themes:

- the role of choice and competition for improving quality;
- how to ensure public accountability and patient involvement in the new system;
- how new arrangements for education and training can support the modernisation process ; and
- how advice from across a range of healthcare professions can improve patient care.

The Board was further advised that in their summary report on the listening exercise, the NHS Future Forum indicated that there was universal support for the aims of reform, but the measures themselves had caused deep and genuine concern in NHS staff, patients and the public. In order to address these concerns the Forum proposes a number of changes. As a public service the NHS also required transparency about decision making and expenditure at all levels.

The report recommended changes to address areas of weakness, further clarification where there was a failure to explain, greater safeguards against unintended consequences and further work where there was insufficient evidence for change.

The chair of the forum indicated that it had been a de-stabilising period for the NHS and it was now time to act on the recommendations and move forward to build the NHS of the future.

It was reported that the Forum had made 16 core recommendations, which were set out in the report. The recommendations were widely welcomed by major health bodies and commentators. In addition the report also gave a summary of they key points raised in the Halton Borough Council and Halton & St Helens PCT responses to the listening exercise, the Government's response and the timescale for the changes.

It was also reported that the agenda was changing on a regular basis and the PCT were now operating more and more at a cluster level. In addition, clinical commissioning would be finalised next month.

RESOLVED: That the report be noted.

## **26 NORTH WEST FORUM ON AGEING**

The Board considered a report which shared the latest minutes from the above forum with Board Members.

The Board was advised that in October 2010, Government Office Northwest had created a new advisory forum looking at issues faced by an ageing population, reporting direct to the relevant minister. Cllr Rob Polhill, as Chair of Halton Strategic Partnership was asked for a Halton representative to sit on the group, to help "form positive relationships".

The Forum was further advised that this request had been handed over to Halton Links who put forward Doreen Shotton. Doreen and other representatives had been asked to ensure they reported back to their strategic groups. The attached minutes are part of that process. Doreen also reported back to the Health SSP.

Furthermore, it was reported that the Forum had only met once before the Coalition Government had decided to close their regional offices, and the Forum was unsure of its position and funding.

They had just recently had confirmation that funding was in place until the end of 2012, and had subsequently held a meeting, the minutes of which were attached as Appendix 1 to the report for the Board's information.

RESOLVED: That the minutes be noted.

**27** HOT FOOD TAKE AWAYS

The Board considered a report which informed the Partners of a public consultation of a draft Supplementary Planning Document (SPD): Hot Food Takeaways which was taking place for a six week period from 22 September.

The Board was advised that the comments received at the public consultation stage would be incorporated. The SPD would then be reported back to the Executive Board for a resolution to adopt as a Supplementary Planning Document.

The Board noted that extending licensing operation times had a significant impact on resources. It was also noted that Cheshire Fire and Rescue Service had put up prohibition notices in some establishments as the exit from the accommodation above the premises was through the shop.

RESOLVED: That the report and comments made be noted.

**28** LOCALISMS AND OPEN PUBLIC SERVICES WHITE PAPER - UPDATE

The Board considered a report which gave the Partners an update on the legislation currently going through Parliament.

The Board was advised that until the Localism Bill and the attendant Open Public services White Paper were adopted into Law, the exact implications would remain vague. Halton Borough Council and partners were keen to find a sustainable model in which a thriving social enterprise culture could develop and deliver and it was for that reason that preparatory work was well advanced. For example within Halton Borough Council a protocol on how to deal with requests from the 3rd sector for use of Council assets had been agreed, relevant changes had been made to procurement standing orders and training was ongoing for local enterprises to enable them to work through the Invitation to Tender and Pre-Qualification Questionnaire process.

The Board was further advised that Halton and St Helens Voluntary and Community Action had developed the STAR standard which was an externally assessed quality standard that had been designed for anyone involved in delivering services for public benefit and both supports and complemented the developing social enterprise culture.

RESOLVED: That

- (1) the report be noted; and



- (2) further reports be presented to the Board as the legislation progresses.

## 29 LOCAL SUSTAINABLE TRANSPORT FUND

The Board considered a report which informed the Partners of the development of the Local Sustainable Transport Fund (LSTF) and the opportunities and rewards good partnership working could bring.

It was reported that the partnership could contribute and deliver a range of schemes that would encourage and support economic growth, whilst reducing carbon. The Partnership had the next four months to develop the bid before it was submitted. The following were ideas for how Partners could help:-

- LHT, HHT, Riverside, Cosmopolitan, Plus Dane could contribute to a NTT post which would help engage their residents into employment and training opportunities. Also assist in the development of Bike Hubs /clinics for residents;
- BID group – could match fund Cycle Hubs and Travel Planning;
- An opportunity for the Chamber of Commerce to represent the wider Business Community and inform them of the Travel Plan service, and the opportunities to get involved with transport related matters;
- Work in partnership with RSL's to deliver transport information to residents via newsletters and websites; and
- Halton Transport, Arriva, Virgin Northern Rail and Arriva NW Trains to work in partnership to develop Facewatch opportunities in sync with other Facewatch users in the Borough to combat crime and ASB.

The Board was advised that there was a great opportunity to develop the bid application and potentially attract £4.8 million of funding with an estimated match of £2.5 million (total £7.3million) into the Borough. However, it was highlighted that this could not be done in isolation as described in the DfT guidance, it would have to be done in partnership. Partners were encouraged to consider how their organisations could get involved.

RESOLVED: That

- (1) the report be noted; and
- (2) further reports be presented to the Board as the matter progresses.

**30 WNF FINANCIAL SUMMARY UPDATE**

The Board considered a report which updated the Partners on the spend profile for WNF funded projects for quarter 1 period of the 2011-12 financial year and highlighted a change to the agreed six month review.

The Board was advised that the spreadsheet attached as Appendix 1 to the report showed WNF spend per project for the first quarter of the current financial year, currently showing on the Council's financial system as of 16 August 2011.

The Board was advised that during the summer of 2010, the Partnership had undertaken a full review and evaluation of all WNF funded projects. This had amounted to just over 70 projects running, either fully or partly funded by WNF. The Board had agreed a process and criteria which had been used by all of the SSPs and had resulted in £1.4m being returned to the central pot. The Partnership had then agreed delegated powers to the SSP Chairs to reallocate this funding for the 2011-12 financial year, and this was subsequently done on the 19<sup>th</sup> January 2011.

The Board was further advised that at the SSPs Chairs meeting in January it had been agreed that the Partnership needed to keep tight control of spend during the 2011-12 financial year and that a full review and evaluation would need to take place after six months.

As part of this process staff who supported the SSPs in terms of finance and co-ordination met on a quarterly basis, and the Partnership Officer had monthly meetings with colleagues from the Council's financial management team.

However, it was reported that it was now felt by Officers that a full review and evaluation of the projects running during this financial year would in fact be a duplication of the work carried out last year, partly because one of the main criteria used to decide what to fund was that it must be an existing project and it was very clear that the process in January 2011 was not a new bidding round. Officers also felt that the results of the review would be too late to be of use in evaluating the overall WNF impact, and that whilst project managers were having to think about possible redundancy notices and termination of their projects, the piece of work didn't seem to be adding much value.

In conclusion, it was reported that it was suggested that rather than a formal review and evaluation of the projects – the tight financial control and overview be continued, which would highlight any slippage that may come back into the central pot, and that this figure be shared with SSP chairs at their next meeting on the 26<sup>th</sup> October. SSP Chairs may then consider any necessary re-profiling of low performing projects.

Resolved: That the report be noted.

*The meeting ended at 11.10 am*

<b>REPORT TO:</b>	Corporate Policy & Performance Board
<b>DATE:</b>	3 <sup>rd</sup> January 2012
<b>REPORTING OFFICER:</b>	Operational Director – Finance
<b>PORTFOLIO:</b>	Resources
<b>SUBJECT:</b>	Localisation of Council Tax Support
<b>WARD(S):</b>	Borough-wide

### **1. PURPOSE OF REPORT**

1.1. The purpose of this report is to inform the Board of the proposals being made as part of the Governments Local Government Resources Review in relation to the 'Localisation of Council Tax Support'.

**2. RECOMMENDED: That a further report be brought to the Board to assess and make recommendations on the following:**

**(1) The financial impact to claimants and the Council of the proposals; and**

**(2) An outline local scheme for Halton for subsequent recommendation to the Council.**

### **3. BACKGROUND**

3.1. Included within the Comprehensive Spending Review 2010 the Government announced that it would localise support for Council Tax from 2013-14, reducing expenditure by 10 per cent. On 17 February 2011 the Government published the Welfare Reform Bill, containing provisions for the abolition of Council Tax Benefit from April 2013, paving the way for new localised schemes.

3.2. A consultation document "Localising Support for Council Tax in England" was issued requesting responses by the 14th October. The draft response to the consultation has already been circulated to Members.

### **4. THE PROPOSED SCHEME**

4.1. Although the proposals are for each Local Authority, either on its own or in partnership with other authorities, to draw up its own scheme there are certain areas which the Government is not leaving to local discretion.

4.2. The Government has stated that there will be a 10% overall reduction in the amount of expenditure on this scheme. The implications for this are that there will be approximately £1.2m less paid out in help towards Council Tax in Halton. There is currently no detail regarding how the amount of expenditure will be derived and could result in an even greater reduction.

- 4.3. The Government has made clear its intention that no pensioner will be worse off when Council Tax Benefit is abolished. This is to avoid low-income pensioners experiencing any increase in their Council Tax liability as a result of the reform and will also ensure that future eligible pensioners will have the same support as existing eligible pensioners.
- 4.4. At present, Halton has a Council Tax caseload of some 15,400. Of these 6,400 are pensioner households. This means that for non pensioner households the overall reduction will be closer to a reduction of some 17%.
- 4.5. There may also be other groups who could struggle to pay Council Tax who the Government may wish to ensure that local authorities offer support. Decisions to extend protection to other groups will need to be balanced by the need for local authorities to manage the financial implications of offering support for Council Tax, and the potential impacts on Council budgets and other Council Tax payers.
- 4.6. At present these groups are not defined, but the implication is that each local authority may choose to define groups of people most in need who will warrant protection as well. The consequence of widening any protection is that there will be even less help available to the remaining caseload.
- 4.7. In addition, under the existing scheme, the authority is reimbursed 100% on the amount of Council Tax Benefit paid out correctly, with the exception of the discretionary War Pensions Scheme. Under the new arrangements the authority will be given a cash specific sum. Therefore any expenditure above the cash limited sum will have to be met pound for pound by the authority, resulting in either a large Council Tax increase or further cuts in local services. Under any new scheme the demand for assistance would have to be gauged when deciding the scheme if the authority wants to remain within budget. The demand for assistance cannot be determined with any certainty especially at times of economic difficulty. The proposed fixed grant to local authorities represents a significant financial risk as it will not include any provision to manage increased take up and demand.
- 4.8. The new scheme needs to be in place by April 2013. In reality, due to the setting of Council Tax and billing process, a new scheme would need to be in place by October 2012.
- 4.9. Due to the reduction in overall payments some Council Tax payers who have previously had their Council Tax met in full by benefit may, under any local scheme, be billed for the first time. This will have a major impact upon the recovery of Council Tax, with implications for recovery procedures, staffing levels and the cost of recovery, in addition to confusion for many Council Tax payers in the Borough. Dependent upon the local scheme there may also be the challenge of collecting relatively small amounts of Council Tax from these people with all the associated problems which were highlighted under the Poll Tax.
- 4.10. The introduction of the new scheme will have implications with regard to the IT system currently used for paying Council Tax Benefit and the Department of Works and Pensions are in discussions with the major software suppliers.

4.11. The Government has stated that local authorities can collaborate to develop schemes. However, much of the design of the scheme will depend upon local circumstances, make up of caseload, groups of vulnerable people that the authority decides to protect etc.

4.12. The Government is clear that it is essential that any local scheme aligns with Universal Credit and reflects the key principles for incentivising people to work:

- People should get more overall income in work than out of work.
- People should generally get more overall income from working more and earning more.
- People should be confident that support will be provided whether they are in or out of work, that it will be timely and correct, and that claiming will not be a complicated and frustrating experience.

4.13. Details of Universal Credit however are still at a high level and in any event the localised scheme will have been introduced in advance of Universal Credit

## **5. POTENTIAL IMPLICATIONS FOR HALTON**

5.1. During the next 9 months, the Council will need to consider the following:

- a. What sort of scheme is best for Halton?
- b. Are there other vulnerable groups, other than pensioners, to be protected?
- c. Does Halton want to join a Merseyside scheme or take elements from other schemes?
- d. The budgetary implications of any scheme which is adopted with specific reference to the implications of going above the Government allocated grant.
- e. Is a contingency fund needed?
- f. Do Members want to keep control of a discretionary fund to assist any resident who has exceptional circumstances?
- g. What appeal process should there be?

## **6.0 POLICY AND OTHER IMPLICATIONS**

6.1 The Council will have to develop its own policy on a number of areas, most of which are outlined in paragraph 4 above.

## **7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

7.1 As the Council administers over £11m of Council Tax Benefit, changes to this scheme will have major implications both for recipients of any new scheme, as well as for Council Tax payers generally. It has the potential to affect all council priorities.

## **8.0 RISK ANALYSIS**

8.1 In view of the proposed new funding arrangements the Council carries the risk that the cost of any scheme which exceeds the Government's contribution will need to be borne in full by the Council.

8.2 Irrespective of the scheme devised, initial indications are that the Council will have an additional £1m to collect from the some of the poorest households in the Borough, with the associated risk of recovery of this money.

## **9.0 EQUALITY AND DIVERSITY ISSUES**

9.1 Any local scheme would need to ensure that no particular groups of individuals were adversely affected by the change and take into account that pensioners are to be protected.

## **10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1072**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Localising support for Council Tax in England DCLG Consultation document	Revenues & Benefits & Customer Services Division Kingsway House Widnes	Peter McCann

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 3<sup>rd</sup> January 2012

**REPORTING OFFICER:** Operational Director – Finance

**PORTFOLIO:** Resources

**SUBJECT:** Local Government Resource Review  
Proposals for Business Rates Retention

**WARD(S):** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To inform the Board of the Government's proposals for Business Rates Retention as part of the Local Government Resources Review and the potential financial implications for the Council.

### **2.0 RECOMMENDED: That**

**(1) the report and potential financial implications for the Council, be noted; and**

**(2) the Board be kept up to date with developments.**

### **3.0 BACKGROUND**

3.1 The Government's Local Government Resource Review will make fundamental changes to the funding of local government and will have a significant impact upon the future resources available to the Council.

3.2 The Government undertook a consultation which ended on 24<sup>th</sup> October 2011 in relation to the proposals for Business Rates Retention as part of the Resource Review. Halton's response to the consultation was approved by Executive Board on 13<sup>th</sup> October 2011 and Halton also contributed to a joint response by the Liverpool City Region.

3.3 Eight technical papers were published as part of the consultation, providing further details of the proposals. The consultation also sets out how Tax Increment Financing (TIF) and the New Homes Bonus might work within the proposed Business Rates Retention system.

3.4 In 2011/12 business rates contributed 76% of the total national Formula Grant provided to Council's, with the balance met by Revenue Support Grant. Business rates are currently collected by councils and paid over into a national

pool from which they are re-distributed as part of formula grant on a per capita basis. The Government's proposals are that from 2013/14 formula grant will be fully funded from business rates with the removal of revenue support grant.

#### **4.0 PROPOSALS FOR THE RETENTION OF BUSINESS RATES**

- 4.1 The consultation does not propose any changes to the current business rates payment mechanism ie. rateable values will continue to be set by the Valuation Office Agency and the rate in the pound will still be set by Government. Therefore the charges levied for business rates will continue to remain outside the Council's control and will not be localised.
- 4.2 The changes proposed by the Government relate instead to the "re-distribution" of business rates. The proposals are a fundamental change to the funding of local government. There was a risk that business rates could be fully localised, which would have had a major impact upon Halton's future funding. However, the Government has acknowledged that this would have brought too much volatility in the funding of local government services, and instead has proposed a system with effect from 1<sup>st</sup> April 2013 whereby councils will retain additional revenues from business rates above a Government-determined baseline.
- 4.3 The new re-distribution system will be based upon "tariffs" and "top-ups" to ensure no council is better or worse off from the start. Halton, along with all the Liverpool City Region councils, is a net receiver under the current national pool arrangements. In 2010/11 Halton received £64m of formula grant. This comprised £8m of revenue support grant and £56m of re-distributed business rates. However, Halton only paid over £44m into the national business rates pool relating to the business rates collected in the Borough.
- 4.4 Therefore, under the proposals Halton would receive a top-up grant in addition to the business rates collected locally. This is intended to ensure councils are protected at 2012/13 funding levels. Going forward, the system will operate on a "risk and reward" basis whereby councils will be allowed to retain growth in business rates (reward), but will also lose resources if business rates decline (risk).
- 4.5 The Government's stated aim for the changes is to incentivise councils to encourage economic growth and regeneration in their areas as they will in future benefit from increases in local business rate yields. The change to the system should not affect businesses as the mechanics of the current system will remain unchanged.
- 4.6 There are further implications as to how this new system will work within the Localism Bill currently before Parliament. In the Bill, there are local freedoms to offer business rate discounts and reliefs. The potential impact of this is that wealthier councils will be able to offer discounts/incentives to businesses to



relocate from poorer tax base councils who cannot afford to offer such discounts.

## **5.0 POTENTIAL IMPLICATIONS FOR HALTON**

5.1 There are a number of key issues and financial risks for Halton associated with the proposed changes, as follows;

- (i) the basis used by the Government to determine the baseline position and how much top-up grant is likely to be received, are critical;
- (ii) how the baseline and top-up grants are likely to change in future years, as this may result in the value of Halton's resource base diminishing over time compared to the increasing cost of providing services, resulting in either an increase in council tax or reduction in services;
- (iii) if total business rates income exceeds the Comprehensive Spending Review national control totals then the excess income will be used by government to fund other grants, whereas under the current system all business rates must be re-distributed to councils;
- (iv) if business rates income reduces in future there is a danger that the safety net mechanism may be insufficient to compensate councils.

5.2 There are seven components of the consultation which are outlined in Appendix 1, along with an indication of the potential implications for Halton within each component.

## **6.0 POLICY AND OTHER IMPLICATIONS**

6.1 None.

## **7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

7.1 There are no direct implications, however, the Local Government Resource Review will have a fundamental impact upon the Council's future funding and therefore upon the delivery and achievement of all the Council's priorities.

## **8.0 RISK ANALYSIS**

8.1 The impact upon the Council's future funding is difficult to ascertain with any certainty at this stage. The Council is however drawing upon technical support and briefings provided by Sigoma, Local Government Association, and other bodies as well as liaising closely with colleagues in the Liverpool City Region, in order to establish the best options for Halton within each area of the Government's consultation.

**9.0 EQUALITY AND DIVERSITY ISSUES**

9.1 None.

**10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1072**

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Local Government Resource Review: Proposals for Business Rates Retention Consultation	Financial Management Division Kingsway House Widnes	Ed Dawson Divisional Manager Financial Management
Technical Papers 1-8 <ul style="list-style-type: none"> <li>• Establishing the Baseline</li> <li>• Measuring Business Rates</li> <li>• Non-billing Authorities</li> <li>• Business Rates Administration</li> <li>• Tariff, Top-Up and Levy Options</li> <li>• Volatility</li> <li>• Revaluation and Transition</li> <li>• Renewable Energy</li> </ul>	Financial Management Division Kingsway House Widnes	Ed Dawson Divisional Manager Financial Management

## COMPONENTS OF THE BUSINESS RATES CONSULTATION

There are seven components of the Business Rate consultation and a summary of each is provided below along with an indication of the potential implications and consultation response for Halton.

### 1. SETTING THE BASELINE

#### Funding Baseline

The consultation proposed the establishment of a fair starting point for all councils to ensure that no-one loses out at the outset of the scheme.

It would appear that the 2012/13 funding levels for councils will be considered as the base on which to implement the review. Such a base position will still lock-in significant business rates for Halton funded through the national pool arrangements, which would in future be classed as a “top-up” grant.

The Government proposed two options for setting the funding baseline;

- Option 1: adjust actual 2012/13 formula grant allocations in proportion to the sum of local government control totals as per the Comprehensive Spending Review (CSR) 2010.
- Option 2: apply the 2012/13 formula grant process to the sum of local government control totals as per CSR 2010 and at the same time make technical updates to the formula.

Halton favours option 1, as it would provide stability and simplicity at such a volatile period in terms of council funding. If option two was applied there would be a greater risk that the baseline may reduce resulting in less funding being made available to Halton.

For either option Government will need to decide whether to use 2012/13 formula grant before or after floor damping. Floor damping is a self-funding mechanism within formula grant which protects councils' year-on-year funding from dropping below a certain percentage. The 2012/13 indicative formula grant allocations show that Halton is protected by £2.649m of damping, which represents 4.3% of the formula grant allocation.

It is essential that the baseline should be based on the damped allocation of 2012/13 formula grant. The removal of damping will be costly to Halton; it would also go against the proposal to establish a fair starting point meaning that floor authorities would be at a disadvantage at the commencement of the scheme.

### **Business Rate Baseline**

It is very important that Government measures fairly the business rates starting position, as the suggestion in the consultation was that it will be fixed for many years (possibly ten years). A council's business rates baseline will be set in proportion to the national business rates baseline. In order to calculate the national business rates baseline Government will forecast 2013/14 and 2014/15 national business rates based on the actual national non-domestic multiplier for 2013/14 and an estimated multiplier for 2014/15.

The consultation explained that, to avoid putting its deficit reduction programme at risk, the Government will set-aside from the forecast national business rates the sum needed to ensure that the business rates retention scheme operates within the expenditure control totals for 2013/14 and 2014/15. Further adjustments will be made to remove sums to fund the future cost of the New Homes Bonus Scheme, police authorities and, possibly, single purpose fire and rescue authorities to arrive at the national business rates baseline.

In order to arrive at an individual council's baseline figure the national baseline will be apportioned between billing authorities on the basis of proportionate shares. Proportionate shares will be calculated as an individual council's business rates income expressed as a percentage of the aggregate of all billing authorities business rates income. There are two options for measuring individual business rates;

- Option 1: using a spot assessment based on one particular day, or;
- Option 2: an average of a council's business rates income over two or three years.

Halton has argued that the proportionate share should be calculated as an average over three years, as this will smooth out any shocks in business rates yield felt by any individual council. An average should produce a lower proportionate share for Halton, whilst a spot assessment would increase the proportionate share. This is due to Halton's business rate contribution to the national pool growing gradually over the past three years.

## **2. TARIFFS AND TOP-UP GRANTS**

### **Setting Tariffs and Top-Up Grants**

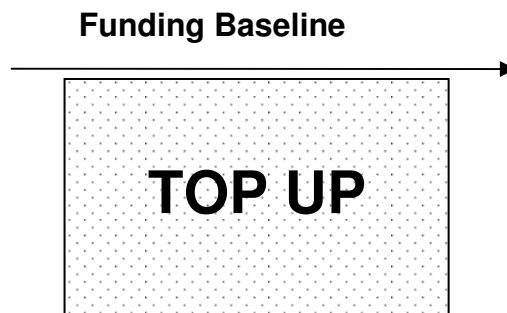
In order to achieve a fair starting position the Government would calculate a tariff or top-up grant amount for each council. The general rules would be;

- Those councils with a business rates baseline in excess of their baseline level of funding would pay a tariff to Government;

- Those councils with a business rates baseline below their funding baseline would receive a top-up grant from Government.

The tariff and top-up grants would be self-financing and remain fixed year-on-year until a reset was undertaken. Halton will be a top-up grant council. The

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can be illustrated as;



The Council's consultation response was centred upon ensuring the top-up grant amount for Halton is as large as possible. In order to do this the Council would need a high funding baseline and low business rates baseline. Removing damping and calculating the business rates baseline with technical changes, will have the effect of lowering the funding baseline. Calculating the business rates baseline using a future spot assessment will increase the business rates baseline

### **Fixing Tariffs and Top Ups**

Whilst the Government would fix both the tariff and top-up grants until any reset is undertaken, there are two options in the consultation to either;

- Uprate the year-one tariff and top-up grant amounts by the Retail Price Index (RPI) each year, to reflect the annual RPI increase in the nationally set business rates multiplier, or;

- Retain the year-one cash amounts and do not uprate them by RPI.

It is crucial to Halton that top-up grants are increased by RPI year-on-year. The approach to fixing tariff and top ups in cash terms would place the top-up grant councils in a much weaker position than the tariff councils. Tariff councils would gain in an RPI increase to business rates income whilst the tariff that is apportioned amongst top-up grant councils would not be increased. Government state that they want a fair starting point for all councils, but that position starts to erode in year 2 if tariff councils gain from an increase to RPI and top-up grant councils do not.

Based on a forecast of the top-up grant that Halton would receive at the commencement of business rates retention scheme, it is estimated that Halton could lose £1.9m in the first three years of the scheme if RPI is not applied to both tariff and top-up grants. The result of this loss of funding would add 1.4% per annum to council tax to continue funding the cost of services at existing levels.

### **3. THE INCENTIVE EFFECT**

The consultation stated “This incentive effect is at the heart of the changes that business rates retention is aiming to deliver – shifting from the allocation of local government funding solely on the basis of a central government assessment of need and resources to future increases in funding being on the basis of local economic growth.”

Halton maintains that protection should be evident in any funding system which ensures that councils have the funding available to keep pace with the cost they incur in providing services. Incentivising growth cannot be seen as a priority over protecting local needs.

Halton argues that the incentive effect will not work as described, as it does not take into account the advantage some councils have of increasing their business rate base due to their geographical location. Whereas there are councils who would need to invest additional resources to see the same growth, if any at all.

A council can keep a significant proportion of the additional business rates it generates, but it must also work hard to retain the businesses it has, as any loss of business rates will directly affect the revenues of the council. Furthermore, councils will be liable for failure to bill and collect business rates, therefore, a poor collection rate will result in a potential debt liability to the council.

### **4. A LEVY RECOUPING A SHARE OF DISPROPORTIONATE BENEFIT**

To manage the possibility that some councils with high business rate taxbases could see disproportionate financial gains, Government would recoup a share

of disproportionate benefit through a levy. The proceeds would be used to fund a “safety net” which would manage significant negative volatility in individual councils’ business rates and so ensure stability in the system.

Halton agrees with the introduction of a levy on disproportionate benefit. If councils are to be funded wholly by business rates then there needs to be adequate resources to fund councils facing reductions to their income.

The way in which the levy is designed can have a positive impact upon moderating a “gearing effect” caused by the uneven distribution of business rate bases and the different spending needs of councils. As an example, in a council with a business rates base of £100m and a total budget requirement of £50m, a 5% increase in business rates income will result in a 10% increase in revenue. For another, with a different business rates base (£10m) and the same budget requirement (£50m), the same 5% increase in business rates income would only produce a 1% increase in revenue.

There are three proposed options as to how a levy could be calculated, which are summarised below;

- Option 1: Flat Rate Levy - levy based on pence in the pound with the same rate for all councils.

The flat rate levy is opposed by Halton as it takes a too simplistic approach. The disadvantage is that it does not deal with the gearing effect described above and would therefore result in councils with a high tax base and low need benefiting more from the same levels of growth than councils with a low taxbase and high need.

- Option 2: Banded Levy - levy based on pence in the pound but introduce a “banding approach”.

This would assign councils into different bands, with different levy rates depending on their levels of gearing. Councils with higher gearing levels would hand over a greater percentage of their retained income to fund the safety net. The disadvantage with this option is that it could develop into a complicated system with many bands which will always have ‘cliff edges’, with some councils falling just above or below a band boundary.

- Option 3: Proportional Levy - an individual levy rate for each council to allow the retention of growth in an equivalent proportion to its baseline revenue. For example a 1% growth in business rates income would allow councils to retain up to 1% growth in their baseline funding. There is flexibility in the option as the ratio could be altered with a 1% growth in business rates income resulting in councils retaining up to 0.5% or 2% growth in their baseline funding.

Halton favours the proportional levy rate as opposed to options 1 and 2. We have asked for a smaller levy ratio to be applied so that it protects the growth

in business rates for top-up grant councils, whilst also creating a larger levy pot to protect against future volatility in the system. It would help the gearing effect and offer a more equal incentive for all authorities. The optimum levy ratio for Halton which would protect future growth whilst also ensuring a large levy pot would be 1% growth in business rates income resulting in a 0.75% increase in baseline funding.

It is important that the Government recognise the gearing effect where large tax base councils can gain significant resources compared to low tax base councils such as Halton, for the same increase in business rates base.

The proceeds of the levy will be used to fund councils (by way of a safety net) suffering from volatile changes i.e. losses in tax base. It should be noted that renewable energy projects are proposed to be excluded from any levy calculations.

Halton has called for the safety net to protect councils whose funding falls from one year to the next and also if their funding was to drop below their baseline position regardless of the percentage drop. Halton also argues for the safety net to provide an absolute guarantee of support rather than financial assistance being scaled back if there is insufficient funding in the levy pot. We would not want inconsistencies in the system from one year to the next due to the lack of funding in the levy pot. There needs to be fairness and equality throughout the system.

## **5. ADJUSTING FOR REVALUATION**

It is important that financial gains or losses as a result of revaluation are removed from the system. Revaluations will continue every five years by the Valuation Office Agency and a scheme of transitional relief would remain.

It is proposed that the tariff or top-up grant of each council is adjusted at revaluation, so that the sum of each council's retained business rates and tariff or top-up adjustment is the same after revaluation as immediately before.

Having made adjustments to tariffs and top-ups to protect against the impact of revaluation the consultation proposes that there will be no further adjustments to reflect subsequent appeals against the rating list. The proposal is that the impact of any appeals will be treated as part of the normal volatility of the system.

Halton has disagreed with the proposed treatment of appeals against the rating list. It is unfair that the system will protect councils at only the first stage of the revaluation process. Councils will be at risk of genuine growth in business rate income being diluted by downward revaluation appeals.



## **6. RESETTING THE SYSTEM**

The Government would have the option of resetting the system if it was felt that resources no longer met changing service pressures sufficiently within individual council areas.

The Government is considering that a reset would be in many years time (10 years), and that any reset may only be partial (linked to original baseline), and may not consider needs. This is a major concern for Halton and the Liverpool City Region as councils could be tied into assessed relative need resources at 2012/13 levels for more than 10 years, and the gap between resources and relative needs will grow.

Therefore, a system of full resets on a more regular resetting would be more appropriate and should be aligned to multi-year local government finance settlements, comprehensive spending reviews or revaluations of the rating system.

## **7. POOLING**

A group of councils, such as the Liverpool City Region, can voluntarily form a “pool” to share the risk and rewards. This option has some merits in that it reduces the financial risk of localised business losses for individual councils and allows a sub-regional strategic assessment of where businesses are best located rather than financially motivated competition. However, it must be recognised that this approach does reduce the financial reward for the best performing councils in any pool, as the rewards (like the risks) are shared.

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 3<sup>rd</sup> January 2012

**REPORTING OFFICER:** Strategic Director Policy & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Business Plans 2012 - 2015

**WARDS:** Borough wide

1. **PURPOSE OF THE REPORT**

- 1.1. To provide an update on Business Planning for the period 2012-15 and to consider the Directorate priorities, objectives and targets for services for this period that fall within the remit of this Policy and Performance Board.

2. **RECOMMENDED: That**

- i. **The Board identifies any objectives and targets for the next three years that it wishes to see included in the Business Plans.**
- ii **That Board Members pass any detailed comments that they may have on the attached information to the relevant Operational Director by 18th January 2012.**

3. **SUPPORTING INFORMATION**

- 3.1 Each Directorate of the Council is required to develop a medium term business plan, in parallel with the budget, that is subject to annual review and refresh.
- 3.2 PPB input to the business planning process and the setting of priorities for the Directorate is an important part of this process. Key Priorities for development or improvement in 2012-15 were agreed by Members on 1<sup>st</sup> November 2011 for the various functional areas reporting to this Policy and Performance Board.
- 3.3 Given the remit of the Corporate Services PPB since the reconfiguration of Directorates in 2011, Business plans for Policy and Resources and Children and Enterprise Directorate in respect of Property Services and the Communities Directorate in respect of Catering, Stadium and Registration Services are now available for consideration by the Policy and Performance Board.
- 3.3 Draft Service Objectives and Performance Indicators and targets have been developed by each Department and this information is included within Appendices to the Directorate Plan. These departmental objectives and measures will form the basis of the quarterly performance monitoring received by the Board during the future year.

- 3.4 Comments additional to those made following the PPB meeting should be made to the relevant Operational Director by 18th January 2011 to allow inclusion in the draft business plan.
- 3.5 The draft Directorate Business Plan will be revised following member comments during January and will go to Executive Board for approval on 9<sup>th</sup> February 2012, at the same time as the draft budget. This will ensure that decisions on Business Planning are linked to resource allocation. All Directorate plans will be considered by full Council at the 7th March 2012 meeting.
- 3.6 It should be noted that plans can only be finalised once budget decisions have been confirmed in March and that some target information may need to be reviewed as a result of final outturn data becoming available post March 2012.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 Business Plans form a key part of the Council's policy framework.
- 4.2 Elected member engagement would be consistent with the new "Best value guidance", announced in September 2011, to consult with the representatives of a wide range of local persons.
- 4.3 Plans also need to reflect known and anticipated legislative changes.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 Directorate Plans will identify resource implications.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 6.1 The business planning process is the means by which we ensure that the six corporate priorities are built into our business plans and priorities, and thence cascaded down into team plans and individual action plans.
- 6.2 From 2012/13 it is proposed that with the introduction of the new performance framework Departmental Reports now be available to members via the intranet. Also priority based reports for each respective Policy & Performance Board be introduced, containing details stated within the Appendices of the Directorate Business plans

#### **7.0 RISK ANALYSIS**

- 7.1 Risk assessment will continue to form an integral element of Directorate Plan developments. This report mitigates the risk of members not being involved in the setting of service delivery objectives.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Those high priority actions that result from Impact Review and Assessment will be included within Directorate Plans and will continue to be monitored through Departmental Performance Monitoring Reports.

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

9.1 There are no relevant background documents to this report.



**Policy & Resources  
Directorate**

**DIRECTORATE PLAN**

**April 2012 to March 2015**

**Draft version 1**

## Contents

	<i><b>Page</b></i>
1.0 Foreword and Introduction	
2.0 Key messages	
3.0 Factors affecting the Directorate	
4.0 Organisational initiatives	
5.0 Directorate structure	
6.0 Resources	
7.0 Business Planning	

### *Appendices*

#### *Service Objectives and performance Indicators*

1.0	<i>Financial Services</i>
1.1	<i>Human Resources and Organisational Learning &amp; Development</i>
1.2	<i>ICT Services</i>
1.3	<i>Legal and Democratic Services</i>
1.4	<i>Policy Planning and Transportation</i>

## Foreword and Introduction from Strategic Director

This Plan is being prepared at a time of significant change for the Council. We are also facing further significant reductions in Government grant. This brings with it a time of great uncertainty for many staff in the Directorate. The Directorate will continue to play a key role in supporting the delivery of front line services and with responsibilities around planning and transportation, and together with Halton Direct Link facilities, we have some key frontline services to deliver.

The Directorate is divided into the following five functional areas (a more detailed structure can be found under heading 'Directorate Structure'):

- Financial Services
- Human Resources & Learning and Development
- ICT and Support Services
- Legal and Democratic Services
- Policy, Planning and Transportation

At a time when financial resources will be severely restricted the Finance Department continues to have a key role to play with the co-ordination of the efficiency programme and facilitating better procurement across the Council. Ensuring sound financial arrangements remains crucial

The Directorate provides support to the Council and its Management Team in relation to the development of the Council's long-term policy objectives, working closely with the Halton Strategic Partnership in the delivery of the Sustainable Communities Strategy. It is important that this work is based on up to date research material and is in tune with current thinking.

The Directorate also has the responsibility for ensuring that the decision making processes of the Council are effectively administered and that elected members are supported in the various important roles they hold.

Key to the success of any organisation is its people. The Human Resource service works in support of managers to ensure that the workforce is appropriately trained and developed to deliver first class services to the public. The development and implementation of the Council's 'People's Plan' is important in meeting that objective. At a time of uncertainty for staff the training, welfare and occupational health services continue to provide important support mechanisms. Retaining positive working relationships with the Council's trade unions is a key role for staff within the HR team.

The highways and transportation service provides key services to those who live in and visit the borough. It plays an integral part in supporting the delivery of all of the Council's priority areas with the progression of the Mersey Gateway being a vital part of that contribution.

Additionally the Directorate hosts the Council's Risk and Emergency Planning Team, which includes the Health and Safety advisory function. The team plays an important role in co-ordinating the Council's response to emergency incidents.

Ensuring that the Council's plans for such scenarios are up to date and regularly exercised is a major part of the team's responsibilities.

Key to the overall success of the Directorate is working closely with all Directorates of the Council to ensure that the support services offered meet the operational needs of the Council. With reducing resources it is increasingly important to work with the other Directorates to identify priorities and to manage expectations. The ongoing programme of efficiency reviews are proving how vital to frontline services many of the business infrastructure functions provided by the Resources Directorate are in maintaining organisational effectiveness.



## Key messages

In setting the budget for 2011/12 the Council was faced with cuts in grants totalling £19.6m. As a result significant budget reductions were necessary to balance the books. However, this is not the end of the story with the Government's austerity plan meaning yet more cuts in grants resulting in further budget savings.

Greater efficiency is one way to make up those savings. The Council set up the Efficiency Programme in 2009 and it has identified (£TBA) since then. Further efficiencies continue to be needed and it is the responsibility of everyone to identify opportunities for greater efficiency

As an element of the first wave of the Council's Efficiency Programme a number of revised structures were introduced as of April 2010 in order to ensure that the organisations business support functions remained cost-effective and efficient. Learning from the Wave 1 Efficiency Programme initiatives has been integrated into Waves 2 and 3 which will continue to be undertaken during the life of this plan.

The revised approach saw a number of previously discrete functions being migrated into centrally managed organisational support teams. These revised structural arrangements made a significant contribution to the Wave 1 efficiency savings of £4.4 million through reducing the on-going cost of functional support to the delivery of front line services. Adopting this approach has ensured that as we move into the period 2012 and beyond the Council is better placed to:-

- ☑ Remove duplication and the eliminate waste through the rationalisation of key business practices. In addition to enhancing the consistency of core processes, the approach has resulted in greater synergy in what were previously discrete activities. For example, the development of the Council's Core Strategy, Local Transport Plan and Sustainable Community Strategy was combined to allow a single consultation exercise thereby reducing costs and the potential of consultation 'fatigue'.
- ☑ Ensure greater resilience and flexibility through the use of pooled resources and a wider base of knowledge.
- ☑ Make better use of existing internal expertise and improving formal and informal communications within support teams and Directorates. This has led, for example, to the more effective use of research and intelligence thereby eliminating the unnecessary use of external providers.

Better procurement is another way of finding savings. The Procurement Division was set up in 2010 and immediately identified savings of £600,000. Further enhancements to procurement processes, for example through the use of e-tendering, will continue to deliver savings, anticipated to increase to £1 million into the medium term. Additionally, this will enhance the transparency of the procurement process and ongoing work with the Halton Chamber of Commerce will further improve trading opportunities for local suppliers.

Financial probity has been maintained, along with effective accounting practices, the issuing of bills and collection of monies. Getting the basics right has been achieved despite a cut of 25% in 2010 and means the Council faces the challenges of the future with a strong financial base. The Council has a history of setting balanced budgets and then spending within those budgets. The Audit Commission has yet again given the accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

The prevailing economic climate has resulted in a significantly increased demand for Housing and Council Tax benefit services. Despite this, the service continues to be one of the best performers in the region in terms of benefit processing, and Council Tax and Business rates collection. Additionally, the service has secured an increase in welfare rights payments to Halton residents, exceeding of £1.6 million.

The introduction of International Financial Reporting Standards has had a significant impact upon the preparation of the Council's accounts, as have the requirements to publish data from January 2011 in relation to spend in excess of £500.

Legal and Democratic Services have again secured Lexcel and ISO accreditation which provides the authority with assurance of the quality of service provision.

The acceptance of the Government's Conditional Funding offer for the construction of Mersey Gateway will involve the Directorate in a vast amount of work throughout the Plan period. The Legal Section will closely support the procurement and land acquisition strands.

The Directorate will continue to pursue and exploit all potential opportunities from the use of ICT to support the delivery of efficient business processes and services through the use of innovative delivery channels and the development and support of automated processing solutions.

The authority's continued focus upon the deployment and maintenance of technology for individual business areas has enabled the ICT & Support Service to maintain a solid operational base upon which to deploy not only the many 3rd party software solutions the Council requires, but also a high volume of in-house developed systems and solutions. This together with administrative support enables us to maintain and support the current

efficiency programme whilst reducing the directorate capital and revenue requirement.

The requirement, demand for and cost of technology will always be high for a Council the size of Halton. The strategy for zero increase or preferably reducing revenue whilst maintaining a considerable growth in technology demand has always proven a challenge which we continue to manage successfully.

Every effort will be made to comply with the full requirement through additional income generation and effective purchasing for all corporate and SLA driven services.

The corporate rollout of the new “Lync” telephony solution continues supported by the corporate rollout of the new Windows 7 operating system and Office 2010 suite.

The device replacement strategy has been reviewed and new device plans are in place to reduce the cost of equipment and clearly focus upon the new operational requirement of Agile working, the new corporate policy surrounding hot-desking and the more open office environment this policy is achieving.

The positive feedback from the recent corporate and member’s device replacement has proven this strategy to be a solid one, and a post implementation review of this will be undertaken within the along with the supporting property objectives and resource planning process.

It is understood that the demand for the use of technology will only ever increase over the coming years as the Council looks to technology and the use of improved process to reduce its revenue requirements. Therefore, the technology and administrative strategies will always be flexible and aimed at maintaining an ICT infrastructure and support platform that will enable change whilst maintaining an acceptable capital and revenue requirement within the boundaries of the authorities’ financial capacity.

Additionally, ICT Business Continuity and Disaster Recovery arrangements continue to be developed and this will ensure that our arrangements remain robust and that the risk of any interruption to key services is marginalised and that recovery solutions are priority based and are managed effectively.

Following an Efficiency Work stream review of transactional processes, a successful invest to save bid was approved and work has commenced on the introduction of document imaging and workflow to enable the HR Department to move to a paperless office and improve the flow of information within and between its customers.

An 'I Want HR' Portal has been developed and employees can now access an on-line mileage claim system. The Portal will be further enhanced by additional self serve facilities being added to it on a phased basis.

As ICT is updating some servers and as there are external changes imposed by Her Majesty's Revenue and Customs (real time tax reporting) and the new scheme for auto enrolments into pension schemes, there is a need to upgrade the current integrated HR/Payroll system. This will build on the work undertaken in streamlining transactional processes and provide more robust establishment control and management information.

There is a significant piece of work across 2012/13 which will see the transfer of the Public Health function to local authorities and H.R. are actively involved on the Transition Group dealing with TUPE and other staff related matters.

The L&D Team will be developing additional courses to add to the Training Calendar including Coaching Skills Level 3 & level 5, and new E Learning courses specifically for Halton such as Affordable Warmth, Data Protection, Dignity in Care and the Bribery Act.

The L&D Team are developing Food Safety Courses at level 2 & 3 and are working with the Chartered Institute for Environment Health as there are currently no training providers in the Borough who offer this essential training. In addition to this, the team is working towards accreditation to deliver First Aid at Work qualifications with the Health & Safety Executive. It is hoped therefore that both qualifications will be a source of income generation for the Council.

The Policy, Planning and Transportation Department came together as a business unit in April 2011 and it has had to adapt to its new role without the benefit of a number of very experienced staff and in the face of increased budgetary pressures and new legislation that governs many of our activities

The Policy Planning and Transportation Department consolidated further in 2011 with a merger of Policy and Strategy Teams with Development Control, Building Control and Contaminated Land into one Division.

The Council's constitutional policy framework has been revised including the Sustainable Community Strategy, Corporate Plan, Children and Young People's Plan, and Child and Family Poverty Strategy. Policy teams are supporting the overview and scrutiny processes to deliver improvements to corporate policy and service delivery. A number of scrutiny reviews have been undertaken including Dignity in Care and Autism and several more reviews are in progress.

The department continues to support the Halton Strategic Partnership to coordinate early intervention and prevention activity across the public sector, voluntary sector and business sectors in Halton.

The prominence of the sub groups has increased with the innovation within the Children's Trust and evolution of the Health Partnership into a shadow Health and Well Being Board

The loss of grant funding streams and reductions in mainstream funding for the Council and partner organisations following the Comprehensive Spending Review will have significant implications for the delivery of services for Halton residents. More innovative and collaborative approaches to service delivery will be necessary to ensure that local needs are met. The Halton Strategic Partnership is exploring opportunities for more focused service delivery and is in the process of piloting a Halton specific cost benefit analysis and resource tool to enable us to better understand the totality of resources deployed in key areas across the partnership and identify how resources are allocated at each stage of the customer journey. In the long term it is hoped that this will enable us to better quantify the benefits derived from partnership activity and investment, reduce duplication and improve efficiency.

In addition, the Halton Strategic Partnership Board is implementing a revised development plan with support from officers. In addition to the cost benefit analysis resource mapping, a full Governance Review of the HSPB and its membership is being undertaken to ensure that it remains fit for purpose and reflects the rapidly changing public sector architecture.

The Safer Halton Partnership produces a Joint Strategic Needs Assessment which brings together crime data, public consultation surveys and other information to help identify the priorities for the work of the Partnership over the coming 12 months. The priorities identified in 2010 were anti social behaviour, safeguarding vulnerable adults and children, domestic abuse, confidence and communication, drug use and drug dealing and alcohol misuse. The findings of the JSNA have helped inform the development of Halton's Sustainable Community Strategy.

The Joint Strategic Needs Assessment (JSNA) for Health & Wellbeing forms the basis of a duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs.

The Child Poverty Act 2010 placed a duty on local authorities and partners to co-operate in the production and publication of a Child Poverty Needs Assessment and Strategy for their area. The Halton Child Poverty Needs Assessment and Halton Child and Family Poverty Strategy was published in 2011 and will run until 2014.

The Council has also participated in the Energy Savings Trust (EST) One to One audit. The EST made a number of recommendations to reduce carbon emissions within the Council and through working with businesses and partner organisations. The findings and recommendations of the audit are being used to develop a Climate Change Strategy and Action Plan on behalf of the Halton Strategic Partnership.

To support the Council's efficiency review, we are in the process of re-aligning all our workforce strategies across the council under the umbrella of an overarching People's Plan.

This will ensure that all Directorates share an overarching vision and principles to achieve a skilled, motivated, flexible and diverse workforce which delivers value for money services and will ultimately make a difference to the community that it serves. The work will be progressed and monitored via our Corporate Organisational Development Group, which replaces four working groups which had a workforce development remit.

The Directorate continues to carry a large and strategic case load dealing with applications from the Mersey Gateway, 3MG, Ineos, Building Schools for the Future and Widnes Waterfront. The challenge will be to continue to deliver a timely and effective service to all of our customers.

The Directorate provides central support for the statutory and regulatory inspection process across the Council and the level of internal customer satisfaction in Operational Directorates with the service provided has remained high. In areas, where support has been provided all statutory returns were submitted by the due date. This year the Department received an Outstanding Grade for 'Performance Management and Quality Assurance' in the February 2011 Safeguarding & Looked After Children's Inspection. Following on from this, the DfE intervention team came to Halton on 9th November 2011 to spend a day with us to look at what a good council looks like in terms of Safeguarding, Children in Care and Children in Need. The Division supported this process and delivered presentations.

During the year, Performance Frameworks have been reviewed by the Council and in conjunction with its key local partners through various forums. This is to ensure that these frameworks remain fit for purpose given legislative and statutory changes and ensure local accountability and transparency.

Confirmation of funding for the Mersey Gateway has finally enabled the Procurement Process to commence. The return of Pre-Qualification Questionnaires and the submission of new planning applications were due by mid-December 2011.

A number of working groups are now set up and these are taking up an increasing amount of staff time. It is obvious that the work associated with the MG will impact heavily on the work of the Policy, Planning and Transportation Department, and other departments of the Council over the coming years.

It is expected that construction will commence in 2013. As the largest project of this type currently being undertaken by a local authority, it will have a significant influence on the work of the Council and its Departments in the coming years.



Continuation of delivery of the major bridge maintenance programme (through the HBC Bridge Maintenance Partnership Contract) will continue until 2015/16 using the £18.6m maximum funding availability from the SJB Complex Major Maintenance Scheme which has received DfT's full approval.

Government approval of the Mersey Gateway project dictates that review of the SJB Complex bridge maintenance programme is required to remove work no longer required or that which may be postponed to allow it to be delivered more effectively and economically post Mersey Gateway construction. This will have implications for the total funding requirement for future SJB Complex bridge maintenance, the delivery programme and for how the funding is awarded through DfT (i.e. combined with Mersey Gateway funding).

LTP 3 commenced in April 2011 and has been developed to ensure that the transport services we provide meet the needs of residents and businesses; support the achievement of the Council's priorities, the Core Strategy and the Sustainable Community Strategy; and progress initiatives in Halton that reduce transport's contribution to greenhouse gases.

However, the Department had to respond to serious cuts in funding from the Department for Transport (DfT) during 2011/12. The Integrated Transport Block was reduced by £1m (66% cut) leading to a significantly reduced capital programme and a refocusing of work on more sustainable transport measures. Both the Road Safety Capital and Revenue Grants were cut in entirety as was the funding for School Travel Plans. This necessitated a reduction in staff numbers, a reduction in education, training and publicity initiatives and our withdrawal from the Cheshire Safer Roads Partnership. It was recently confirmed that Halton was the best performing authority in the country over the last 15 years in terms of the numbers of road casualties killed or seriously injured. However, with the cuts in funding, the challenge will be to maintain this impressive performance. Reduced finance will also impact on our ability to deliver against LTP 3 targets.

The amount available for road maintenance was reduced to a lesser degree and the funding available for the maintenance of the Silver Jubilee Bridge (SJB) and the additional grant available for potholes kept overall funding close to pre-2011 levels. The potential for further reductions has, however, encouraged us to seek efficiencies through the deployment of new technologies and the recycling of materials.

It is now obvious that we will need to continue to pursue greater efficiencies in future years by for example, combining works contracts, working more collaboratively with neighbouring authorities and by rigorously pursuing income due to the Council as Highway Authority and as permitted by legislation. Increased monitoring of roadworks is being carried out to reduce the potential damage to the highway infrastructure.

With the growth in vehicular traffic and residential/business developments, there is an increasing desire for new traffic management measures and street lighting. However, due to reduced budgets it is not always possible to deliver

the service to the public's full satisfaction. There will be a need for increased prioritisation of work and project implementation.

There are over six million public passenger journeys per annum undertaken in the Borough. Cuts in funding and an increase in operating costs (fuel and insurance) have resulted in the loss of both commercial and supported bus services, and the introduction of a charge for using Community Transport. Members of the public have responded to these withdrawals by submitting complaints and petitions. Further cuts to services are unfortunately anticipated and hence these pressures are likely to increase over the length of this Plan unless we are successful in acquiring additional funding. Investment in future transport provision for links to new and existing employment sites and to areas of deprivation, is one of our main priorities and will be heavily influenced by the outcome of the Local Sustainable Transport Fund (LSTF) bid which is being progressed.

Additionally we will also have to respond to a number of increasing pressures including:

**Parking** - a parking strategy for the Borough will need to be developed working in partnership with private sector operators and a decision on whether to proceed with an application for parking enforcement powers will need to be made. A review of the Policy on Residents Only Parking Schemes could also be considered. It is also possible that the police may withdraw from parking enforcement which would add a burden on the authority

**Flooding and Water Management** - The Flood and Water Management Act and the Flood Risk Regulations (2009), place significant new duties on Halton as a 'Lead Local Flood Authority'. Strict timescales for delivery of the various responsibilities have been laid down by Defra/Environment Agency, which will have significant resource implications. Whilst some provisions of the Act have been published there are more to come and when taken in combination they will require the acquisition of new skills, a reallocation of workload for some, the completion of various assessments and plans, and the pursuit of funding to address identified flooding problems.

**Transport Asset Management** - further development of the assets inventory (to enable the valuation of our highway assets) and policy and strategies for future maintenance and improvement of the borough's highways will be required.

**Community & Personal transport** – the Personalisation Agenda, an ageing population, an increasing demand for more specialised/flexible vehicles and a review of passenger charge levels will necessitate a thorough review of specialised transport provision in the borough. Also, changes in the way in which transport contracts are procured through The Chest e-procurement system are currently being developed.



The Health & Safety team is providing advice to schools on H&S matters and some academies have now also bought back the advice service. This work needs to be coordinated with the service provided to the Council's main departments. Electronic systems are being implemented to assist the reporting of compliance, however initially there is an increased workload during the transition.

The CCTV control room has now been refurbished. However, there is an increasing demand to monitor more sites and Council buildings, which is resulting in increased pressures on the control room staff.

## **Factors affecting the Directorate**

Continued and significant budgetary pressures are anticipated over the course of this Plan period. These will affect all areas of the Directorate and will necessitate the pursuit of all available funding sources, the consideration and implementation of new service delivery models, and the achievement of further efficiencies to realise financial savings. The introduction of recent or new legislation will present added challenges at a time when human and financial resources will be stretched

The Council will continue to face significant budget cuts. As well as needing to find £15m in 2012/13, a further £24m cuts will be needed in the following two years. The Council is faced with cutting one third of its budget over the next three years. The need to maintain effective financial controls and probity is increased at a time of significant change, including the loss of experienced staff year on year.

The development of the Mersey Gateway project will place significant demands on staff for the next 5 or more years. Formal Local Authority approval of the various planning and technical issues associated with the project is fundamental to the progress of the project and will have to be approached with the appropriate level of experienced resource to avoid compromising the project programme. The requirement for staff to satisfy Mersey Gateway needs without neglecting other wider service delivery functions will be particularly challenging.

The Mersey Gateway has several interfaces with the existing highway network which will be severely affected during the construction phase of the project. Whilst a range of mitigation measures will be in place, traffic disruption will have significant consequences for how the Council delivers its services and early consideration of the business continuity issues will be vital to ensure HBC can continue to function to acceptable standards. Cross river travel both to normal place of work, especially during peak periods, and as part of the normal working day, will inevitably be more difficult and measures to rationalise this will have to be evaluated.

This evaluation will need to take account of the potential for response times and punctuality to be severely compromised for diverse areas of service including public transport, welfare transport, refuse collection, community meals, emergency highway maintenance and also the external social and economic consequences for the public, emergency services, schools and businesses.

Key provisions of the Flood and Water Management Act (2010) (FWMA) continue to be implemented incrementally. Halton must develop and adopt a Local Strategy, setting out our objectives for local flood risk management, and how and when we propose to achieve them.

Over the coming year, the legislation will also place new and significant operational and resource demands on the Department; to develop and maintain a register of assets; approve and adopt sustainable drainage systems (SuDS) on developments; and to undertake a consent and enforcement role in relation to watercourses.

Funding cuts will continue to significantly affect the number, scale and type of capital funded transport schemes likely to be delivered in future years. This is at a time when we are, through the Mersey Gateway, trying to procure the largest local authority transport infrastructure project in the country (together with its Sustainable Transport Strategy). There could well be further cuts to both the Supported Bus Network budget and Community Transport grant funding. In an attempt to offset these reductions, we continue to work with private and voluntary sector partners to develop our 'Routes to Prosperity' application for the Local Sustainable Transport Fund (LSTF) and Big Lottery Funded 'Reaching Communities' bid. These constitute a programme of co-ordinated actions and interventions, costing over £5m, aimed at removing transport barriers. There is a risk of the LSTF bid being jeopardised if further bus service budget reductions are implemented.

The high and increasing cost of energy will require us to review the provision of street lighting in the Borough, which currently has an annual bill of over £1m. We will explore and implement where possible, new technologies and more efficient lighting sources (such as LEDs) in order to reduce the demand. However, because of the age and size of our lighting stock there will be a need for significant capital investment to take full advantage of these technologies and to enable, for example, the dimming of lights or their switching off overnight when the roads are at their quietest. The size of the investment needed is such that the continued provision of lighting at all hours of darkness cannot be guaranteed.

Statutory Undertakers are reluctant to pay defect and overrun charges and it is likely we may need to introduce the Fixed Penalty Notices (FPNs) system.

The number of COMAH sites (Control of Major Accident Hazards) is increasing by two and the Runcorn site, which was previously classed as one, is now being classed as 3 sites. This is increasing the testing regime required to comply with the COMAH Regulations.

In terms of Performance Management, central government targets are being replaced by minimum standards in some areas. However, whilst there may be fewer centrally imposed targets the authority will still be required to publish performance against a national data set under the transparency agenda.

The Code of Practice for Local Authorities on Data Transparency also states LA's should be responsive to best practice as it develops, which will require a proactive approach to review and the pursuit of higher standards. This extends beyond the publication of financial information and salaries, and is intended to include performance information identifying a minimum of 10 data items that should be released.

It is their expectation that government departments, local authorities and other public bodies will be performance managed by the communities and citizens which we serve.

Whilst we will have greater freedom in designing self-determined strategic policy and performance management frameworks there will still be areas of close regulation for Adult Social Care, with little change noted for Children's Services in particular. In fact additional requirements have been introduced in respect of Inspections introduced in 2011/12, for example around Children's Centres. Government surveys have also been introduced by the Department of Health to be administered by Local Authorities, e.g. Adult Social Care Survey introduced in 2011/12, with a carer's survey to be introduced in 2012/13.

Further duties will also be placed on Local Authorities who will now be responsible as a sector for their own improvement with the demise of the Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), and a changed role for the Care Quality Commission. Thus, "Promoting Excellence in Councils" Programme Boards have been set up in 2011/12 for Adult Social Care and Children's Services to assist this and to support sector led improvement models.

Regional bodies have been abolished, the Health Service is being restructured and Police Commissioners,, Local Economic Partnerships and Health and Wellbeing Boards have been, or are soon to be introduced. Whilst the complete picture of reform has yet to fully emerge there are some clear implications for the service.

The nature of partnership working will change and it will become increasingly important for agencies to work collectively in pursuit of community goals whilst operating with a significantly reduced resource base.

A number of education related policies were introduced in 2010 that could have implications for the workload of the Directorate's Policy and Strategy Division and will drive partnership working through the Halton Children's Trust. These include the Education White Paper which aims to improve attainment standards and discipline in schools, the Special Educational Needs Green Paper which aims to improve choice and support for parents of children with special educational needs and the Academies Act 2010 which will allow schools to apply for Academy status.

The Government is devolving significant financial control to local authorities. Ring-fencing of all local government revenue grants will end from 2011-12, except the simplified schools grants and a new public health grant. The number of separate core grants, will be radically reduced from over 90 to fewer than 10, excluding schools, police and fire. More than £4 billion of revenue grants will be rolled into formula grant;

The Government now intend to allow local authorities to keep most of the business rates generated in their area. This is a fundamental change to the funding of local government.

Instead of business rates being pooled nationally and distributed based on need, they will stay with the local authority. There will be safety nets in place but over time this is expected to dwindle, resulting in Halton losing up to £10m in resources.

As well as controlling grants and business rates, as part of the Localism Act, the Government are introducing local referenda on council tax increases. Each year the Government will set what it deems to be a reasonable increase in council tax. If a local authority wishes to increase the council tax beyond that figure then a local referendum is required.

The Government also intend to introduce the localisation of council tax benefit. It proposes that from 2013/14 Government funding will be by a fixed grant rather than based on actual expenditure. This grant will be set at 10% less than the 2011/12 grant.

The Government's proposals will require councils to introduce their own local council tax benefit scheme from 2013, an almost impossible task within this timeframe. Despite passing responsibility for setting its own scheme the Government insist that pensioners and other vulnerable people (as yet unidentified) will be protected. This will result in bigger cuts, expected to be 19%, in the council tax benefit of those not protected.

The first community budgets were run in 16 local areas from April 2011 for families with complex needs. These budgets pooled departmental budgets for local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication and waste. The approach was further rolled out during 2011 with a further 50 areas being invited to apply to operate Community Budgets. In addition, the Government invited areas to apply to pilot two new community budget models for Whole Place and Neighbourhood Level Budgets, with the first pilots anticipated to start in 2012/13.

An announcement on who will pilot the new community budgets could be made during December 2011. The successful areas will work with a team of around eight civil servants from key Whitehall spending departments to design a blueprint for public service reform in their localities that could see all public spending pooled into a single budget. This programme would allow councillors to take control of public sector expenditure within a Borough. It is likely that all places may be able to operate these approaches from 2013-14 giving councils and their partners greater flexibility to work across boundaries in health, policing, worklessness and child poverty.

The Government will increasingly pay and tender for more services by results, rather than be the default provider of services. The use of simple tariffs and more innovative payment mechanisms will be explored in new areas, including community health services, processing services, prisons and

probation and children's centres. This builds on measures already announced to implement payment by results in welfare to work, mental health and offender rehabilitation services.

This environment will represent challenges for the Directorate and work will continue to develop appropriate mechanisms for providing support throughout the organisation in relation to effective financial management. Additionally, work will be undertaken with SIGOMA during the life of this plan to mitigate as far as possible against any adverse impact of the grant distribution formula to be introduced by government from 2013.

A number of grant funding streams ceased as of 31<sup>st</sup> March 2011, including Working Neighbourhood's Fund, Local Public Service Agreement and Safer and Stronger Communities. The small amount of underspend funding remaining from the grant funding is currently supporting a significantly reduced number of activities, however many others have ceased and the underspend is now at its final stage. As such, streams support a variety of projects delivered by the Council and its partners, for example the Community Safety Team and the Domestic Violence Service. This represents a significant challenge in terms of supporting future service provision and the delivery of community priorities identified within the 2011 Sustainable Community Strategy.

The Council's Efficiency Programme will continue to be delivered and the Directorate will continue to lead on, identify and exploit further procurement opportunities that may exist in order to generate further spend reductions across the organisation.

There are also a number of legislative changes that will be introduced during the life of this plan which will impact upon the work of the Directorate.

The Localism Bill received Royal Assent and hence became law on the 16<sup>th</sup> November 2011. Whilst the majority of the Act will come into force in the planning of sustainable development, this will have major implications for the Directorate and the organisation as a whole including:

- New general power of competence
- Neighbourhood Planning
- National Planning Policy Framework
- Clarifying the rules on predetermination by councillors
- Council control over business rates
- Reforming homelessness legislation
- National home swap scheme for social tenants
- Community 'Rights to Bid' for local assets, a 'Right to Challenge' to take on local services and 'Right to Build'.
- Further transparency on local pay

The changes within the NHS and adult social care will impact on the Authority as a whole, such developments include the transition of Public Health services to the Council in 2013, the development of a Halton wide Health and Wellbeing Strategy which will outline how the Council and Partners will



address the key Health & Wellbeing issues in Halton and the development of Local Health Watch which from October 2012 will be the independent consumer champion for the public - locally and nationally - to promote better outcomes in health for all and in social care for adults.

The Health and Social Care Bill is a crucial part of the Government's vision to modernise the NHS so that it is built around patients, led by health professionals and focused on delivering world-class healthcare outcomes.

The Bill takes forward the areas of Equity and Excellence: Liberating the NHS (July 2010) and the subsequent Government response Liberating the NHS: legislative framework and next steps (December 2010), which require primary legislation. It also includes provision to strengthen public health services and reform the Department of Health's arm's length bodies.

In 2010, the Government published its proposals on the future of Public Health in the form of a White Paper. Amongst other things, the Public Health White Paper 'Healthy Lives, Healthy People' confirms the leadership role of local government across the three domains of public health; health improvement, health protection and population healthcare and it sets out a list of mandatory public health functions for local government such as Tobacco control; Alcohol and drug misuse services; Obesity and community nutrition initiatives. Public Health will revert to the Local Authority in April 2013.

Health & Wellbeing Boards will need to be established in every upper tier local authority, operating in shadow form by April 2012 with full implementation anticipated in April 2013. The Boards will have the following main functions:

- To assess the needs of the local population and lead statutory Joint Strategic Needs Assessments.
- Promote integration and partnership across areas including through promoting joined up commissioning plans across the NHS, Social Care and Public Health and to publish a Joint Health and Well-being Strategy.
- To support joint commissioning and pooled budget arrangements where all parties agree this makes sense.

Halton's Health Partnership under the Strategic Partnership has evolved into the Shadow Health and Wellbeing Board for Halton.

The introduction of Universal Credit and changes to housing benefit and local housing allowance which will also have significant implications for Halton residents and will have local policy implications.

The Equality Act 2010 replaced existing anti discrimination laws with a single Act. It included a new public sector Equality Duty, replacing the separate public sector equality duties relating to race, disability and sex, and also covering age, sexual orientation, religion or belief, pregnancy and maternity and gender reassignment more fully. This has implications when considering the potential equality impacts of new policies and strategies. We are also

required to publish data demonstrating our compliance with the Duty in January 2012 and develop and publish Equality Objectives in June 2012.

As part of the Localism Act, Legal & Democratic Services will lead on the development of a new code of conduct which will be submitted to Members for consideration and adoption. Support will also be provided in the setting up of the required arrangements to oversee compliance with the code. The Department will also assist with regard to any changes to the Council's governance arrangements.

The Democratic Services team will support the Chief Executive in his role as the Returning Officer for the Police Commissioner elections, to take place in November 2012. The team will also manage the anticipated transition to Individual Electoral Registration, a Government proposal welcomed by the Electoral Commission with legislation likely to be introduced in late 2011/early 2012.

A General Election will also take place within the Plan period.

As a number of schools adopt Academy Status, Democratic Services are developing processes to make themselves as competitive as possible to run parental appeals arrangements.

Communications & Marketing will continue to play a key role in supporting key Council initiatives and major projects.

There are number of major ICT projects to be undertaken in the next three years acting as enablers for service delivery in conjunction with the Directorates. The most significant projects for the Directorate over the period of this plan are as follows:

- Carefirst/ ESCR/ICS to provide an effective solution for Adult and Children's Social Care.
- The rollout of the Carefirst financials system to income and assessment and client finance teams.
- Building Schools for the future - developing the Council's vision for an ICT enabled learning community, which covers not just the students and teachers but also extends the provision of learning across to the community
- ICT Infrastructure – The largest and most complex area of the service relating to the on-going Hardware and Software projects that supports the continued maintenance of the platform that controls the estate of servers, networking equipment, mobile solutions and desktop communication devices that, in turn underpin the operation of the authorities four hundred plus computerised service delivery and management solutions.



- Continuing the onward development of the authority's internally developed CSD workflow and service delivery system, enabling more efficient delivery of the many services through not only the HDL infrastructure but also forwards into the Authority as a whole within each service area.
- Enabling more web based systems, moving transactions from more costly face to face and telephone channels onto a more efficient and cost effective web based platform.
- New telephony system 'Microsoft Lync' to be installed throughout the Authority, beginning April 2011, replacing the existing MD110 system and enabling major advances in communications modes suitable for the 21<sup>st</sup> century.
- Building new and improving existing portals onto internal services, expanding 'IWantIT', 'IWantAdmin' and implementing 'IWantHR'.
- Investigating and implementing new hardware devices for members and officers. (Laptops, Netbooks, Desktop PCs)
- Rollout of Windows 7 and Office 2010 to all staff.
- Continuing compliance with the Code of Connection helping to ensure that sensitive data held on the authority's computer systems is secure.
- Implementing a central hosting service for the schools pupil administration system within the Data Centre at the Municipal Buildings.

In order to support the current demand for technology growth and replacement the authority required an investment in the region of 1.3 million pounds this year in relation to the £1.1 million Capital budget made available. All projects funded by this were identified and through smart procurement, financial year-end discount opportunities, detailed specification and programme management the budget will support the current requirement.

In line with the wider corporate resource reductions and the increasing ICT demand upon administrative support to underpin this demand the department is utilising its flexible working strategy in training and exposing as many members of the team to the many areas of support requirement as well as the systems that require administrative support.

Funding cuts will present the most serious challenges for the ongoing delivery of transportation needs and initiatives between 2011 and 2013 and will impact significantly on what can be delivered in comparison to previous years. In 2010, it was confirmed that funding for the LTP Integrated Transport Block will reduce from £1.787m to £0.68m; Road Safety Capital and Revenue Grants will disappear completely; Highway Maintenance funding, including for the SJB and Watkinson Way, will reduce by over £0.7m; and grants for Rural Bus

Subsidies, the School Travel Plan Officers and the Independent Travel Trainer will cease.

This not only results in a loss of staff and a consequent need for further restructuring, it also means that previous excellent work could be jeopardised.

This is a serious concern because of the potentially adverse impact on road casualties in the Borough which have, until now, shown a markedly downward trend.

These cuts are also likely to significantly affect the number and size of capital funded transport schemes we are likely to be able to deliver in future years, at a time when we are trying to procure the largest local authority transport infrastructure project in the country (together with its Sustainable Transport Strategy). In addition to this, the need to find significant budget savings in line with the rest of the Council will adversely affect service provision. For example, there likely to be cuts to Supported Bus Services, Community Transport and Street Lighting whilst it remains uncertain how we will be able to respond to our new Flood Risk Management responsibilities. In an attempt to offset some of these funding reductions, the Department will be preparing a bid for funding from the Government's recently established Local Sustainable Transport Fund, but it is not possible to predict whether this will be successful or what funding may be awarded.

The Human Resources Department continues to play an active role facilitating the consultations with trade unions concerning changes to organisational structures affecting employees at risk of redundancy. In addition, negotiations continue with a view to changing terms and conditions of employees.

Agreement on the settlement of equal pay claims will remain an on-going activity as both the Equal Pay legislation develops and new claims are received.

The Department will also monitor the possible wide ranging Employment Legislation reform currently out for consultation from central government and advise management on appropriate responses and risks that may be involved.

## Organisational initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

### **Equality, Diversity and Community Cohesion**

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

Through the Directorate the Council has worked with partners to develop a Hate Crime Strategy for Halton. The development of such a strategy was a statutory requirement emerging from the Tackling Violence Action Plan 2008. Its aim is to identify and respond to locally established priorities in tackling hate crime and reinforce the benefits of taking a partnership approach to all hate incidents.

At a partnership level issues of equality are overseen by the Halton Strategic partnership Equalities, Engagement and Cohesion sub-group and the Community Cohesion Officers Group, which has a more operational focus to any potential tension within communities.

### **Environmental Sustainability**

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Strategy that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business. The Plan will be reviewed and updated during 2011/12.

The Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. If this target is to be achieved individual services areas will need to develop service specific plans for their areas.

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets.

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. These opportunities will formed the basis of a Corporate Climate Change Strategy to which individual Directorates will each making a contribution.

### **Arrangements for managing Data Quality**

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose.

This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

- Accurate:** For its intended purpose;
- Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- Reliable** By reflecting stable and consistent data collection processes;

<b><i>Timely</i></b>	By being made available as soon as possible after the activity or event and in line with organisational requirements;
<b><i>Relevant</i></b>	For the purpose intended;
<b><i>Complete</i></b>	In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.

### **Risk Management**

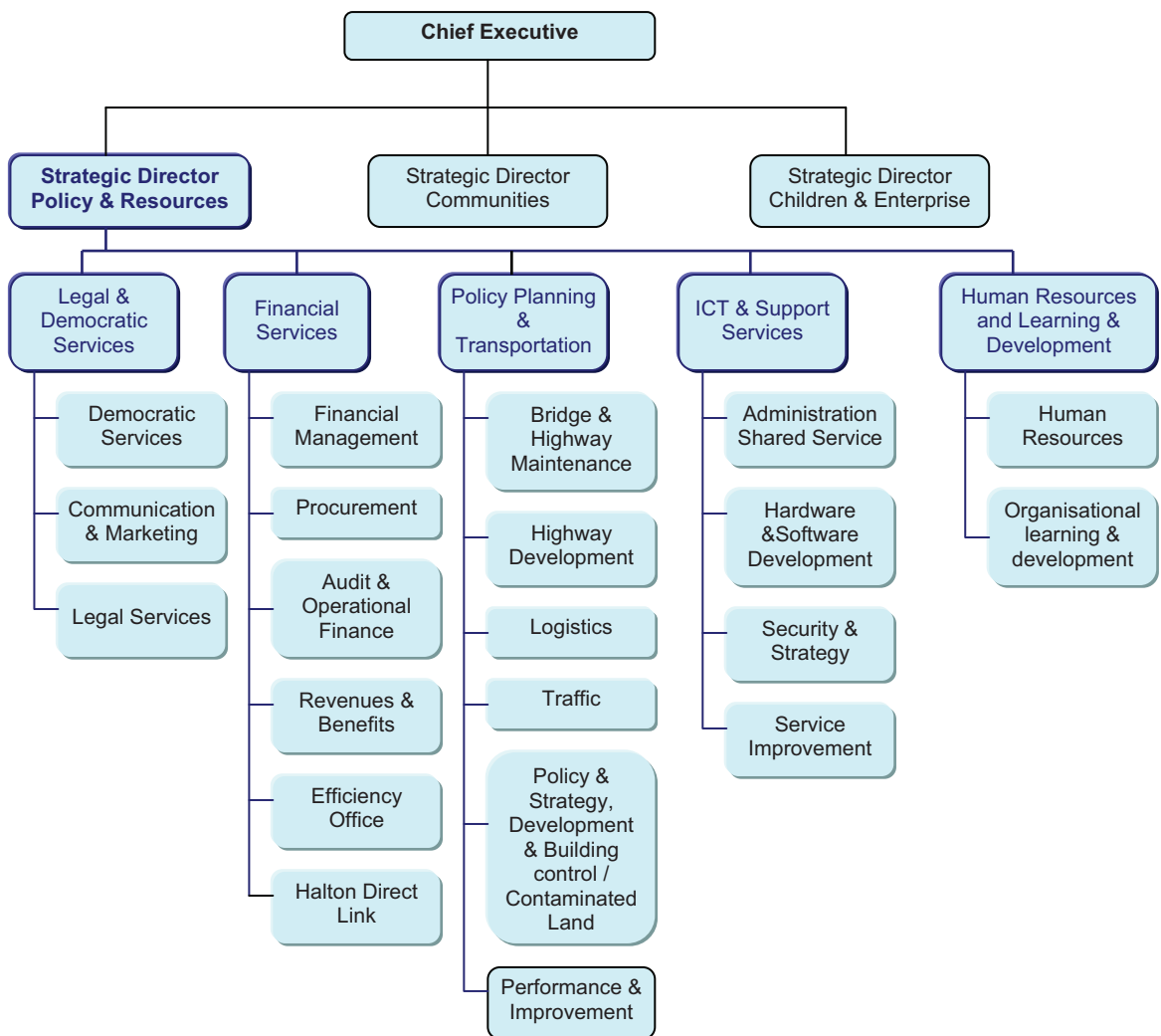
Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

## Directorate structure

From April 2011 a revised organisational structure has been implemented in order to reduce the organisations cost base and deliver ongoing efficiencies through the realignment and re-organisation of functional responsibilities. The chart below provides an overview of those functions that fall within the Policy and Resources Directorate.



## Resources

### 7.1 Budget Summary and Service Costs

Information to follow

### 7.2 Human Resource Requirements

Staffing costs form the largest expenditure of the Council. Given the prevailing economic conditions and the ongoing requirement that local authorities continue to reduce expenditure it is highly likely that the staff resource base of the Directorate will reduce during the period of this plan.

The Council is committed to supporting those people who leave the authority through the provision of a series of support interventions such as staff road shows providing advice on a range of issues such as welfare benefits, career progression etc and engagement in regional jobs fairs etc.

As an example, there is a conflict between the need to consider staff reduction to satisfy future budget savings targets and the need to have the appropriate level of experienced staff to avoid compromising the procurement, development and delivery phases of the Mersey Gateway project.

In relation to the Flood and Water Management Act, there will be significant staff resource implications for the Directorate, as the Council in its role as LLFA, leads the strategic management of local flood risk and becomes SuDS Approval Authority for the area. Defras' new partnership approach to funding flood and coastal erosion schemes means that relatively small amounts of local funding could make the difference between locally-important projects going ahead or not. Contributions could leverage large amounts of funding from Government and in turn deliver benefits to the community that dwarf the costs involved. Halton has been successful to date in this respect. In addition to any direct financial contributions that the Council may make (either as LLFA, Highway Authority or landowner), securing contributions from other partners (e.g. United Utilities, developers, businesses etc.), and managing the bidding & procurement processes involved will impact on the Directorate's staff resources in the future.

Changes within the Town Planning and Public Health arenas are expected to become resource hungry with the requirements for the introduction of a Community Infrastructure Levy (CIL) and Health and the Well Being Strategy. Two members of the Division will be taking maternity leave during 2012/13 and this may have an impact on the Division's capacity to support a number of crucial agendas.



The Directorate will continue to embrace new ways of working, such as agile working and this will continue over the life of this plan. Additionally the Directorate will continue to explore opportunities to maximise the utility of all of the resources at its disposal in order to ensure that its operations remain efficient and effective.

### **7.3 Accommodation and property requirements**

Following organisational restructuring staff within the newly configured Directorate are now dispersed across a number of operational sites within both Runcorn and Widnes.

There is the intention to relocate staff from Rutland House to the Municipal Buildings and this will require the support of Property Services and acceptance from staff that they must accept more agile working. Increased archiving will take place at Picow Farm Road.

Mechanisms are in place to ensure that communication between the various departments, divisions and teams remains effective and that all staff are working toward a common set of Directorate goals.

It is unlikely that there will be any additional accommodation needs during the life of the plan and we will continue, through the delivery of an effective asset management strategy, to ensure that every opportunity to rationalise the use and cost of accommodation is exploited.

### **Financial Requirements**

Because of the need to replace existing ageing stock and reduce the energy bill for street lighting it is necessary to 'Invest to Save'. Much of our existing stock is past its original design life and hence needs replacing for safety reasons. It is also necessary to procure new technologies to allow more efficient control of lighting levels and periods. It is not possible at this stage to provide cost estimates for the work required but this will be prepared over the coming months.

Third party insurance claims and statutory undertakers' defects are not being paid in full to the Council resulting in additional costs on budgets already under pressure.

### **ICT Requirements**

The Directorate is in the process of trialling, with a view to implementing, a new combined scheduling and vehicle monitoring/tracking system. This has the potential to provide real-time electronic communication on passenger pick up/drop off events; together with monitoring the operational efficiency of the Client Transport Fleet in terms of route planning and fuel usage. If the trial is successful we may need funding to buy the relevant hardware and software.



Risk and Emergency Planning and Health & Safety are continuing to develop new systems with ICT for assisting with emergencies and risk assessment. Existing systems need assistance with updates e.g. Mayrise, Siemens (VMS) etc.

Further investment in the necessary ICT equipment to enable 'agile working' across the Directorate with initial emphasis on the Policy and Development Services Division. This investment delivers the following benefits:

- Allows staff who regularly attend site (such as Building Control Officers and Town Planners) to organise their time and case load more effectively.
- Allows policy staff to base themselves alongside operational services teams to fully understand operating context and promote integration of knowledge at critical service delivery levels.
- Reduces accommodation overheads as staff can operate from 'hot desks'.

Further document cataloguing within the Policy and Strategy Library (based on Microsoft Sharepoint) is required. This enables easy access to the documents that together comprise the Corporate Policy Framework.

Provide connectivity of the Policy and Strategy Library to the Internet web site to allow full document management and control.

## ***Appendices***

Departmental Service Objectives / Key Milestones and Performance Indicators / Targets.

- 1** Financial Services
- 2** Human Resources and Organisational Learning & Development
- 3** ICT and Administrative Support Services
- 4** Legal and Democratic Services
- 5** Policy, Planning & Transportation

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Set the Revenue Budget, Capital Programme and Recommend Council Tax</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Forecast to Executive Board <b>November 2012</b>.</li> <li>• Report to Council in <b>March 2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Forecast to Executive Board <b>November 2013</b>.</li> <li>• Report to Council in <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Report Medium Term Financial Forecast to Executive Board <b>November 2014</b>.</li> <li>• Report to Council in <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	Medium				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end</b>.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee.</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end</b>.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Provide <b>monthly</b> financial reports to budget holders within 8 days of month end.</li> <li>• Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.</li> <li>• Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee.</li> </ul>					
<b>Risk Assessment</b>	Initial	Low	<b>Responsible Officer</b>	DM – Financial Management	<b>Linked Indicators</b>	
	Residual	Low				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>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.</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2012</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2012</b>.</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2013</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2013</b>.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Complete the Draft Abstract of Accounts and report to the Business Efficiency Board by <b>30<sup>th</sup> June 2014</b>.</li> <li>• Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2014</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Divisional Manager – Financial Management	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b><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></b>					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> <li>• <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2012</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i></li> </ul>					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> <li>• <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2013</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i></li> </ul>					
<i>Key Milestone(s) (14 – 15)</i>	<ul style="list-style-type: none"> <li>• <i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2014</b>.</i></li> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b><i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i></b>					
<i>Key Milestone(s) (12 – 13)</i>	<ul style="list-style-type: none"> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis.</b></i></li> <li>• <i>Report prudential indicators to Council in <b>March 2013</b></i></li> </ul>					
<i>Key Milestone(s) (13 – 14)</i>	<ul style="list-style-type: none"> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis.</b></i></li> <li>• <i>Report prudential indicators to Council in <b>March 2014</b></i></li> </ul>					
<i>Key Milestone(s) (14 – 15)</i>	<ul style="list-style-type: none"> <li>• <i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis.</b></i></li> <li>• <i>Report prudential indicators to Council in <b>March 2015</b></i></li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	
	Residual	N/A				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2010/11) to the Business Efficiency Board <b>June 2012</b>.</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2011/12) to the Business Efficiency Board <b>June 2013</b>.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.</li> <li>Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2012/13) to the Business Efficiency Board <b>June 2014</b>.</li> </ul>					
<b>Risk Assessment</b>	Initial	N/A	<b>Responsible Officer</b>	Divisional Manager – Audit & Operational Finance	<b>Linked Indicators</b>	
	Residual	N/A				



<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective:</b>	<b>Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.</b>					
Key Milestone(s) (12 - 13)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council's Procurement Strategy</li> </ul>					
Key milestone(s) (13 - 14)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council's Procurement Strategy</li> </ul>					
Key milestone(s) (14 - 15)	<ul style="list-style-type: none"> <li>Report to the Business Efficiency Board <b>bi-annually</b> on the on-going delivery of the Council's Procurement Strategy</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Divisional Manager - Procurement	<b>Linked Indicators</b>	
	Residual	Medium				

Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10 / 11 Actual	Halton 11 / 12 Target	Halton 11 / 12 Actual	Halton Targets		
					12 / 13	13 / 14	14 / 15

**Corporate Health**

<b><u>FSLI 01</u></b>	Receive an unqualified external audit opinion on the accounts.	Yes	Yes				
FSLI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes				
FSLI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes				
<b><u>FSLI 05</u></b>	Proportion of Council Tax that was due that was collected	97.00	96.50		96.00+	96.00+	96.00+
<b><u>FSLI 06</u></b>	The percentage of Business Rates which should have been received during the year that were received	97.59	96.00+		96.00+	96.00+	96.00+
<b><u>FSLI 07</u></b>	Time taken to process HB and CTB new claims and change events	5.78	13		12	12	12

**Cost & Efficiency**

<b><u>FSLI 08</u></b>	Achieve investment returns for the year higher than benchmark						
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Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10 / 11 Actual	Halton 11 / 12 Target	Halton 11 / 12 Actual	Halton Targets		
					12 / 13	13 / 14	14 / 15

**Service Delivery**

FSLI 10	Average time for processing new claims (Housing & Council Tax Benefit)	14.71	19		18	18	18
FSLI 11	Average time for processing notifications of changes in circumstances	4.15	5.4		5.3	5.3	5.3

**Quality**

FSLI 12	Percentage of all eligible schools buying back financial services.		83				
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## Departmental Objectives &amp; Milestones

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: HRLD 01</b>	<i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i>					
Key Milestone(s) (12 - 13)	<ul style="list-style-type: none"> <li>To further enhance the existing coaching programme <b>September 2012</b></li> <li>Further develop capacity for e-learning opportunities and undertake promotional activities <b>Dec 2012</b></li> <li>Further promote and develop 'skills for life' programme <b>March 2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Review and refresh annual training calendar <b>Feb 2014</b></li> </ul>					
Key Milestone(s) (15 – 16)	<ul style="list-style-type: none"> <li>Review and refresh annual training calendar <b>Feb 2015</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	low	<b>Responsible Officer</b>	Training Manager	<b>Linked Indicators</b>	
	<b>Residual</b>	low				

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: HRLD 01</b>	<i>Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.</i>					
Key Milestone(s) (12 - 13)	<ul style="list-style-type: none"> <li>• Further develop the HR Self-serve portal <b>Sept 2012</b></li> <li>• Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions <b>Dec 2012</b></li> <li>• Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2012</b></li> <li>• Settle outstanding Equal Pay claims <b>March 2013</b></li> <li>• Implement revised transactional processes through the introduction of workflow and document imaging <b>September 2012.</b></li> </ul>					
Key Milestone(s) (13 – 14)	• Effectively support TUPE transfers of Public Health into local authority operations March 2013.					
Key Milestone(s) (14 – 15)	n/a					
<b>Risk Assessment</b>	<b>Initial</b>	low	<b>Responsible Officer</b>	Divisional Manager	<b>Linked Indicators</b>	
	<b>Residual</b>	low				

## Performance Indicators and Targets

Ref <sup>1</sup>	Description	Halton 10/ 11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12 / 13	13 / 14	14 / 15

## Corporate Health

HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)		9.0		8.5	8.0	
HRLD LI2a	Total FTE Establishment		N/A		These measures are being reported for informational purposes and therefore targets are inappropriate.		
HRLD LI2b	Total Staff (head count)	-					
HRLD LI 3	Current advertised vacancies	-					

## Cost &amp; Efficiency

HRLD LI 4	% of Employee Development Review / Personal Action Plan returns a) Communities Directorate b) Children & Enterprise Directorate c) Corporate, Policy, & Planning Directorate		50		75	90	
ODHR LI 5	% of training delegates attending as proportion of places reserved		80		85	90	

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>2</sup>	Description	Halton 10/ 11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

<b>Fair Access</b>
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ODHR LI 6	The percentage of top 5% of earners that are <sup>3</sup> a) women b) from BME communities. c) with a disability		50 1.0 3.50		50 1.0 5.00	50 1.0 7.00	
ODHR LI 7	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.		5.00		7.50	9.00	
ODHR LI 8	Minority Ethnic community staff as % of total workforce.		1.00		1.00	1.00	
ODHR LI 9	% Of economically active disabled people in LA area.				These measures are reported to provide context and therefore targets are inappropriate.		
ODHR LI 10	Economically active BME population in LA area.						

<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

<sup>3</sup> Performance targets for these measures take account of local demographic profiles

**Departmental Objectives & Milestones**

Corporate Priority:	Corporate Effectiveness & Business Efficiency
Service Objective: ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>• Upgrade of the virtualization platform to version V6 <b>December 2012</b></li> <li>• System Centre distribution services corporate/schools <b>March 2013</b></li> <li>• Development of Cloud Application Distribution Platform <b>February 2013</b></li> <li>• SharePoint and Records Management – Paper to Cloud service solution <b>February 2013</b></li> <li>• Corporate Wireless Upgrade in line with property strategy <b>October 2012</b></li> <li>• Site to site dual Backup system <b>September 2012</b></li> <li>• Continued Social Care Systems Service Support Programme <b>March 2013</b></li> <li>• Corporate and Member Tablet Computing Evaluation Trials <b>December 2012</b></li> <li>• PC and Desktop OS Replacement Programme <b>March 2013</b></li> <li>• Rationalisation and integration of Voice and Mobile usage (Unified Comms) <b>November 2012</b></li> <li>• Lync Enhancement and Contact Centre Integration <b>July 2012</b></li> <li>• Schools Cloud Services Trial and the development of a future primary trial site <b>September 2012</b></li> <li>• Interactive Web Services and SharePoint Integration <b>June 2012</b></li> <li>• Rationalisation of desktop Printing <b>March 2013</b></li> <li>• Development and links to a regional 5Borough's Partnership network <b>January 2013</b></li> <li>• Development of commercial ICT opportunity within desktop, hosting and DR provision <b>June 2013</b></li> </ul>



<p><b>Service Objective: ICT O1 cont'd</b></p>	<p><b>Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure</b></p>					
<p>Key Milestone(s) (13/14)</p>	<ul style="list-style-type: none"> <li>• Maintenance of the virtualization platform to new version's <b>March 2014</b></li> <li>• Further Development of Cloud Application Distribution Platform <b>March 2014</b></li> <li>• SharePoint and Records Management enhancement <b>March 2014</b></li> <li>• Continued Social Care Systems Service Support Programme <b>March 2014</b></li> <li>• Corporate and Member Tablet Computing rollout <b>December 2013</b></li> <li>• PC and Desktop OS Replacement Programme <b>March 2014</b></li> <li>• Lync Enhancement <b>July 2013</b></li> <li>• Schools Cloud Services Trial rollout <b>September 2013</b></li> <li>• Interactive Web Services and further SharePoint Integration <b>March 2014</b></li> <li>• Further development and links to a regional 5Borough's Partnership network <b>January 2014</b></li> <li>• Development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2014</b></li> </ul>					
<p>Key Milestone(s) (14/15)</p>	<ul style="list-style-type: none"> <li>• Maintenance of the virtualization platform to new version's <b>March 2015</b></li> <li>• Further Development of Cloud Application Distribution Platform <b>March 2015</b></li> <li>• SharePoint and Records Management enhancement <b>March 2015</b></li> <li>• Continued Social Care Systems Service Support Programme <b>March 2015</b></li> <li>• PC and Desktop OS Replacement Programme <b>March 2015</b></li> <li>• Lync Enhancement <b>July 2014</b></li> <li>• Schools Cloud Services upgrade <b>September 2014</b></li> <li>• Interactive Web Services and further SharePoint Integration <b>March 2015</b></li> <li>• Further development and links to a regional 5Borough's Partnership network <b>January 2015</b></li> <li>• Development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2015</b></li> </ul>					
<p><b>Risk Assessment</b></p>	<p><b>Initial</b></p>	<p>Low</p>	<p><b>Responsible Officer</b></p>	<p>DM – Software &amp; Hardware Management &amp; Development</p>	<p><b>Linked Indicators</b></p>	<p>ICTLI 10, 11</p>
<p><b>Residual</b></p>	<p>Low</p>					

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: ICT O4</b>	<b>The implementation of a range of new corporate wide facilities including Web services, records &amp; document management, business process workflow, corporate desktop portal.</b>					
Key Milestone(s) (12 / 13)	<ul style="list-style-type: none"> <li>• Continuing improvements, enhancements and potential commercial use of Corporate Service Delivery (CSD) system- <b>March 2013</b></li> <li>• Continuing workflow implementation- <b>March 2013</b></li> <li>• Improvement and enhancement of all web based customer interfaces <b>March 2013</b></li> <li>• Continued development of document management and distribution services <b>March 2013</b></li> </ul>					
Key Milestone(s) (13 / 14)	<ul style="list-style-type: none"> <li>• Continuing improvements, enhancements and potential commercial use of Corporate Service Delivery (CSD) system- <b>March 2014</b></li> <li>• Continuing workflow implementation- <b>March 2014</b></li> <li>• Improvement and enhancement of all web based customer interfaces <b>March 2014</b></li> <li>• Continued development of document management and distribution services <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 / 15)	<ul style="list-style-type: none"> <li>• Continuing improvements, enhancements and potential commercial use of CSD system- <b>March 2015</b></li> <li>• Continuing workflow implementation- <b>March 2015</b></li> <li>• Improvement and enhancement of all web based customer interfaces <b>March 2015</b></li> <li>• Continued development of document management and distribution services <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	DM – Security Strategy	<b>Linked Indicators</b>	ICTLI 06
	<b>Residual</b>	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: ICT O5</b>	<b>Improve service efficiency and improvement through the use of Business Process Re-engineering</b>					
<i>Key Milestone(s) (12/13)</i>	• <i>Deliver business transformational projects identified by the corporate Efficiency programme</i> <b>March 2013</b>					
<i>Key Milestone(s) (13/14)</i>	• <i>Deliver business transformational projects identified by the corporate Efficiency programme</i> <b>March 2014</b>					
<i>Key Milestone(s) (14/15)</i>	• <i>Deliver business transformational projects identified by the corporate Efficiency programme</i> <b>March 2015</b>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	DM - Service Improvement	<b>Linked Indicators</b>	N/A
	<b>Residual</b>	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency					
Service Objective: ICT O6	<i>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</i>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>• Conduct a Satisfaction survey for ICT &amp; Support Services <b>March 2013</b>.</li> <li>• Further Development of I Want IT portal <b>March 2013</b></li> <li>• Further Implementation of enhanced ICT Service Desk <b>March 2013</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>• Conduct a Satisfaction survey for ICT &amp; Support Services <b>March 2014</b>.</li> <li>• Further Development of I Want IT portal <b>March 2014</b></li> <li>• Further Internal Development of ICT Service Desk Software <b>March 2014</b></li> </ul>					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>• Conduct a Satisfaction survey for ICT &amp; Support Services <b>March 2015</b>.</li> <li>• Further Development of I Want IT portal <b>March 2015</b></li> <li>• Further Implementation of enhanced ICT Service Desk <b>March 2015</b></li> </ul>					
Risk Assessment	Initial	Low	Responsible Officer	OD ICT & Support Services. DM Security Strategy	Linked Indicators	N/A
	Residual	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective: ICT 08</b>	<b>Constantly evaluate and improve the delivery of administrative services across the Council's Corporate and Directorate requirement through the use of business re-engineering</b>					
Key Milestone(s) (11/12)	<ul style="list-style-type: none"> <li>• <i>Deliver administrative transformational projects <b>March 2012</b></i></li> <li>• <i>Further develop the I Want Admin Portal <b>March 2012</b></i></li> </ul>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>• <i>Deliver administrative transformational projects <b>March 2013</b></i></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>• <i>Deliver administrative transformational projects <b>March 2014</b></i></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	DM – Admin Shared Service	<b>Linked Indicators</b>	N/A
	<b>Residual</b>	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness and Business Efficiency</b>					
<b>Service Objective: ICT 09</b>	<b>Satisfy the administrative needs of the Council’s Corporate and Directorate requirement by providing a well trained, efficient and effective administrative shared service</b>					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>•The continued development of technology through the provision of more efficient and lower cost service and technology platforms <b>March 2013</b></li> <li>•The continued implementation of standardisation and the innovative use of existing and new technologies supporting the growth in requirement for low cost ICT provision <b>March 2013</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>•The continued development of technology through the provision of more efficient and lower cost service and technology platforms <b>March 2014</b></li> <li>•The continued implementation of standardisation and the innovative use of existing and new technologies supporting the growth in requirement for low cost ICT provision <b>March 2014</b></li> </ul>					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>•The continued development of technology through the provision of more efficient and lower cost service and technology platforms <b>March 2015</b></li> <li>•The continued implementation of standardisation and the innovative use of existing and new technologies supporting the growth in requirement for low cost ICT provision <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	DM – Admin Shared Service	<b>Linked Indicators</b>	N/A
	<b>Residual</b>	Low				

<b>Corporate Health</b>							
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<b>ITCLI 1</b>	Average availability of the Council's operational servers (%).	99.43	99		99	99	99
<b>ITCLI 2</b>	Average availability of the Councils WAN infrastructure (%).	99.89	99		99	99	99

<b>Service Delivery / Quality</b>							
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ITCLI 3	% Of all calls received that were resolved at the Help Desk.	68	65		65	65	65
ITCLI 4	% Of all responsive repairs completed within 2 working days.	88	80		80	80	80
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						
	Priority 1	100	100		85	85	85
	Priority 2	100	100		90	90	90
	Priority 3	100	100		95	95	95
	Priority 4	100	100		100	100	100
<b>ITCLI 6</b>	Member Support: % of calls responded to within 1 working day.	100	95		95	95	95
ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	91	80		80	80	80
ITCL1 8	Average working days from order to completion of a new PC	9	10		10	10	10
ITCL1 9	Average working days from delivery to completion of a new PC	4	5		5	5	5

**Appendix 4**

ITCLI 10	Number of teams rolled out on CareFirst6 / Integrated Children's System (ICS)	----	-----		TBA	TBA	TBA
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Departmental Objectives & Milestones

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: LOD O1</b>	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.					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Secure renewal of Lexcel &amp; ISO Accreditation <b>January 2013</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Secure renewal of Lexcel &amp; ISO Accreditation <b>January 2014</b></li> </ul>					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Secure renewal of Lexcel &amp; ISO Accreditation <b>January 2015</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director -	<b>Linked Indicators</b>	N/A
	Residual	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: LD 02</b>	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.					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Review Constitution <b>May 2012</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Review Constitution <b>May 2013</b></li> </ul>					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Review Constitution <b>May 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	LDLI 9, 10
	Residual	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b><u>Service Objective: LD 03</u></b>	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.					
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>To induct all new members – <b>by October 2012</b></li> </ul>					
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>To induct all new members – <b>by October 2013</b></li> </ul>					
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>To ensure that all members have been given the opportunity of a having a MAP meeting</li> <li>To induct all new members – <b>by October 2014</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	LDLI 9, 10
	<b>Residual</b>	Low				

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>
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<b>Service Objective: LD 04</b>	<b>Improve the quality and effectiveness of the Council's communications</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Review and retender press cutting service <b>December 2012</b></li> <li>• Review and update directorate work programmes <b>July 2012</b></li> <li>• Review Design and Print Tender <b>June 2012</b></li> <li>• Internal Communications survey <b>October 2012</b></li> <li>• Review of advertising contract - September <b>2012</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Review and update directorate work programmes <b>July 2013</b></li> <li>• Rebuild of intranet <b>October 2013</b></li> <li>• Internal Communications survey <b>October 2013</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Review and update directorate work programmes <b>July 2014</b></li> <li>• Internal Communications survey <b>October 2014</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Low	<b>Responsible Officer</b>	Operational Director	<b>Linked Indicators</b>	LDLI 13, 14, 15,16,17, & 18
	<b>Residual</b>	Low				

## Performance Indicators and Targets

Ref <sup>1</sup>	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					12/13	13/14	14/15

## Performance Indicators and Targets

Corporate Health							
<b>LDLI 01</b>	No. Of Members with Personal Development Plans (56 Total)	52 (92%)	56 (100%)		56 (100%)	56 (100%)	56 (100%)
LDLI 02	% of Members attending at least one organised Training Event	100	100		100	100	100

Service Delivery							
LDLI 05	Average Time taken to issue prosecutions from receipt of full instructions (working days) <sup>NB</sup>	10	10		10	10	10
LDLI 06	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	New target	New target	New target	20	20	20
LDLI 07	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days)	New target	New target	New target	3	3	3

## Performance Indicators and Targets

Ref <sup>1</sup>	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					12/13	13/14	14/15
<b>Fair Access</b>							
LDLI 08	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	600	600		N/A	N/A	N/A
LDLI 09	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	150	175		N/A	N/A	N/A
LDLI 10	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	TBA	TBA		100	100	100
LDLI 11	% Of those eligible casting a vote in local elections. – For information	TBA	TBA		N/A		
LDLI 12	% Of completed form A's (register of voters) returned	TBA	TBA		90	90	90
LDLI 13	% who believe internal communications service has improved	83	--		86	87	88
LDLI 14	% of people satisfied or more than satisfied with visit to Council Website <a href="http://www.halton.gov.uk">www.halton.gov.uk</a>	79	93		80	85	90

## Performance Indicators and Targets

Ref <sup>1</sup>	Description	Halton 09/10 Actual	Halton 10/11 Target	Halton 10/11 Actual	Halton Targets		
					12/13	13/14	14/15
<b>Fair Access</b>							
LDLI 16	% of customers satisfied or very satisfied with the service of the internal print service	N/A	N/A		80	85	90
LDLI 17	% take up of press releases	N/A	N/A		82	83	84
LDLI 18	% satisfaction with Inside Halton	98	85		87	90	93

## Departmental Objectives &amp; Milestones

Corporate Priority	Corporate Effectiveness & Business Efficiency					
<b>Service Objective: PPT 01</b>	Provide a corporate policy framework to guide corporate decision making and the appropriate allocation of resources and to support the overview and scrutiny processes to contribute to the development of policy					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Adopt the Core Strategy. <b>August 2012</b></li> <li>• Adoption of Climate Change Strategy <b>June 2012</b></li> <li>• Publish State of the Borough Report <b>July 2012</b></li> <li>• Adoption of the Waste Development Plan Document. <b>December 2012</b></li> <li>• Revision of Children and Adult Social Care Policies <b>March 2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Publish State of the Borough Report <b>July 2013</b></li> <li>• Publication of Site Allocations Development Plan Document. <b>October 2013</b></li> <li>• Revision of Children and Adult Social Care Policies <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Adoption of Site Allocations &amp; Development Management Policies Development Plan Document. <b>October 2014</b></li> <li>• Revision of Children and Adult Social Care Policies <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	DM <sup>4</sup> Policy & Strategy	<b>Linked Indicators</b>	PPTLI 01
	Residual	Low				

<sup>4</sup> DM Refers to Divisional Manager

<b>Corporate Priority</b>	<b>Corporate Effectiveness &amp; Business Efficiency</b>					
<b>Service Objective: PPT 02</b>	Provide a robust, credible and co-ordinated evidence base (ensuring community participation and citizen involvement) on which the Policy Framework is based.					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Produce Community Engagement Strategy <b>March 2013</b></li> <li>• Republish Statement of Community Involvement <b>March 2013</b></li> <li>• Publication of the Health Joint Strategic Needs Assessment (JSNA) <b>March 2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Publication of the Health Joint Strategic Needs Assessment (JSNA) <b>March 2014</b></li> <li>• Undertake Residents Survey <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Publication of the Health Joint Strategic Needs Assessment (JSNA) <b>March 2014</b></li> </ul>					
<b>Risk Assessment</b>	Initial	High	<b>Responsible Officer</b>	DM Policy & Strategy	<b>Linked Indicators</b>	
	Residual	Medium				

<b>Service Objective: PPT 03</b>	Facilitate new development within the Borough to secure the most desirable outcomes for Halton in accordance with the corporate policy framework.					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>• Ensure planning application decisions are made within statutory timescales <b>March 2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Ensure planning application decisions are made within statutory timescales <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Ensure planning application decisions are made within statutory timescales <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	Initial	High	<b>Responsible Officer</b>	DM <sup>5</sup> Policy & Strategy	<b>Linked Indicators</b>	
	Residual	Medium				



Corporate Priority	Corporate Effectiveness & Business Efficiency
Service Objective: PPT 04	<p>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.</p>
Key Milestone(s) (12 - 13)	<ul style="list-style-type: none"> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-16 and review delivery plans with partners <b>June 2012</b></li> <li>• Analyse, evaluate and disseminate the results of the Adult Social Care Survey <b>June 2012</b> and the new statutory Carers Survey <b>March 2013</b></li> <li>• Respond as appropriate to the Munro Review of Child Protection to ensure that the Children and Enterprise Directorate have effective quality assurance and performance management frameworks in place by <b>September 2012</b></li> <li>• Implement the code of Practice for Local Authorities on Data Transparency and demonstrate and describe performance to local people through various forums, for instance the Adult Social Care Annual Report (Local Account) <b>Dec 2012</b></li> <li>• Conduct a satisfaction survey for all non transactional services <b>Feb 2013</b></li> <li>• Support unannounced and announced statutory inspections in Children's &amp; Young Peoples Directorate <b>March 2013</b></li> <li>• Ensure statutory performance information continues to be captured, reported and monitored appropriately, following reconfiguration of the care management process in Adult Social Care <b>March 2013</b>.</li> </ul>

Corporate Priority	Corporate Effectiveness & Business Efficiency					
Service Objective: PPT 04 cont'd	<p>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.</p>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Review the implications of the NHS Operating Framework 2012/13, to ensure that statutory performance monitoring frameworks are in place and fit for purpose <b>May 2013</b>.</li> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners <b>June 2013</b></li> <li>• Support unannounced and announced statutory inspections in Children’s &amp; Young Peoples Directorate <b>March 2014</b></li> <li>• Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance <b>March 2014</b></li> <li>• Support Sector Lead improvement initiatives in Adult Social Care and Children’s Services and further consider how Halton BC could contribute to the Peer review process <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>• Monitor performance against the Sustainable Community Strategy Targets 2011-26 and review delivery plans with partners <b>June 2014</b></li> <li>• Conduct a satisfaction survey for all non transactional services <b>Feb 2015</b></li> <li>• Support unannounced and announced statutory inspections in Children’s &amp; Young Peoples Directorate <b>March 2015</b></li> <li>• Review statutory and regulatory reporting requirements for all Council Directorates to ensure compliance <b>March 2015</b></li> </ul>					
Risk Assessment	Initial	High	Responsible Officer	DM Performance & Improvement	Linked Indicators	PPLI 01
	Residual	Medium				

<b>Corporate Priority</b>	<b>Halton's Urban Renewal</b>					
<b>Service Objective: PPT 05</b>	<b>Silver Jubilee Bridge 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.</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance strategy document and deliver 2012/13 major bridge maintenance works programme <b>March 2013</b></li> <li>Seek agreement with DfT for reallocation of approved major maintenance funding no longer required as a result of Mersey Gateway approval towards the physical de-linking of the SJB <b>July 2012</b></li> <li>Seek agreement with DfT for reallocation of approved major maintenance funding to allow high level SJB painting activity to be deferred until MG complete <b>July 2012</b>.</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance strategy document and deliver 2012/13 major bridge maintenance works programme <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>Review progress, revise SJB maintenance strategy document and deliver 2012/13 major bridge maintenance works programme <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	Initial	High	<b>Responsible Officer</b>	DM, Bridge and Highway Maintenance	<b>Linked Indicators</b>	
	Residual	Low				

<b>Corporate Priority</b>	<b>Halton's Urban Renewal</b>					
<b>Service Objective: PPT 06</b>	<b>Mersey Gateway – Complete the procedural process to achieve all necessary orders and conditional approval of the Business Case for the construction of the Mersey Gateway within the timescales required.</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>▪ Complete execution of GVD process in respect of minor interests and that land not acquired by agreement <b>March 2013</b></li> <li>▪ Complete necessary agreements for temporary rights where required <b>March 2013</b>.</li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>▪ Acquire all land interests for the scheme <b>April 2013</b></li> <li>▪ Settle all outstanding compensation claims <b>March 2014</b>.</li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Steve Nicholson	<b>Linked Indicators</b>	
	Residual	Low				

<b>Service Objective: PPT 07</b>	<b>Mersey Gateway- Commence the procurement process for the construction of Mersey gateway to ensure that the project can be completed within the required timescales.</b>					
Key Milestone(s) (12 – 13)	<ul style="list-style-type: none"> <li>▪ Issue Invitation to Submit Final Tender <b>January 2013</b></li> <li>▪ Deadline for return of tenders <b>February 2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>▪ Confirm Preferred Tenderer – <b>May 2013</b></li> <li>▪ Project Agreement award and mobilisation <b>October 2013</b></li> </ul>					
Key Milestone(s) (14 – 15)	<ul style="list-style-type: none"> <li>▪ Not applicable</li> </ul>					
<b>Risk Assessment</b>	Initial	Medium	<b>Responsible Officer</b>	Steve Nicholson	<b>Linked Indicators</b>	
	Residual	Low				

<b>Corporate Priority</b>	<b>Halton's Urban Renewal</b>					
<b>Service Objective: PPT 08</b>	<b>Flood Risk Management - to manage the risk of local flooding (i.e. flooding arising from surface water, groundwater and ordinary watercourses) across the Borough.</b>					
Key Milestone(s) (12 - 13)	<ul style="list-style-type: none"> <li>• Commence the development of a strategy for local flood risk in Halton; <b>June 2012</b></li> <li>• Progress Report to E&amp;UR PPB <b>March 2013</b></li> <li>• Develop and maintain the register and records of structures or features which are likely to have a significant effect on flood risk in Halton <b>October 2012</b></li> <li>• Submit bid for Grant in Aid funding for local flood risk management schemes to Environment Agency; <b>June 2012</b></li> <li>• Deliver programme of FRM schemes for 2012/13; <b>March 2013</b></li> </ul>					
Key Milestone(s) (13 – 14)	<ul style="list-style-type: none"> <li>• Publish the Local Flood Risk Management Strategy for Halton <b>October 2013</b></li> <li>• Submit bid for Grant in Aid funding for local flood risk management schemes to Environment Agency; <b>June 2013</b></li> <li>• Progress Report to E&amp;UR PPB <b>March 2014</b></li> <li>• Deliver programme of FRM schemes for 2013/14; <b>March 2014</b></li> </ul>					
Key Milestone(s) (14 - 15)	<ul style="list-style-type: none"> <li>• Submit bid for Grant in Aid funding for local flood risk management schemes to Environment Agency; <b>June 2014</b></li> <li>• Progress Report to E&amp;UR PPB <b>March 2015</b></li> <li>• Deliver programme of FRM schemes for 2014/15; <b>March 2015</b></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>		<b>Responsible Officer</b>	D.A.Cunliffe	<b>Linked Indicators</b>	Single Data List 080 Series
	<b>Residual</b>					

<b>Corporate Priority</b>	<b>Halton's Urban Renewal</b>					
<b>Service Objective: PPT 09</b>	<b>LTP Capital Programme - Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs</b>					
Key Milestone(s) (12–13)	<ul style="list-style-type: none"> <li>▪ <i>To deliver the 20011/12 LTP Capital Programme <b>March 2012.</b></i></li> </ul>					
Key Milestone(s) (13–14)	<ul style="list-style-type: none"> <li>▪ <i>To deliver the 2012/13 LTP Capital Programme <b>March 2013.</b></i></li> </ul>					
Key Milestone(s) (14–15)	<ul style="list-style-type: none"> <li>▪ <i>To deliver the 2013/14 LTP Capital Programme <b>March 2014.</b></i></li> </ul>					
<b>Risk Assessment</b>	<b>Initial</b>	Medium	<b>Responsible Officer</b>	DM Highways Development	<b>Linked Indicators</b>	

## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

### Cost & Efficiency

PPTLI 02	Number of third party compensation claims received due to alleged highway / footway defects	149	110		110	105	105
PPTLI 03	Increase MOT test facility turnover by 3% per annum (£)	182,209	187,143		192,757 (+3%)	198,540	198,540

### Service Delivery

PPTLI 04	Satisfaction of internal customers (survey of internal customers Feb 2011 to establish baseline and future targets)	New Measure	Baseline to be Determined		Survey to be undertaken	--	Survey to be undertaken
PPTLI 05 NI 154	Net additional homes provided <sup>i</sup>	114	500		500	500	500
PPTLI 06 NI 155	Number of affordable homes delivered (gross) <sup>ii</sup>	108	125		125	125	125
<b><u>PPTLI 07</u></b> <b><u>NI 157</u></b>	Processing of planning applications as measured against targets for, a) 'major' applications b) 'minor' applications c) 'other' applications	72.97% 83.63% 89.94%	60% 80% 80%		60% 80% 80%	60% 83% 83%	60% 85% 85%

## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15
<b><u>PPLTI 08</u></b> <b><u>NI 159</u></b>	To ensure a 5 year rolling supply of housing land available for 2000 homes over 5 years. Measure as supply of ready to develop housing sites (%). <sup>iii</sup>	137.9	100		100	100	100
<b><u>PPTLI 09</u></b> <b><u>NI 170</u></b>	To regenerate 5 hectares of urban sites per annum for the next five years. <sup>iv</sup>	5ha	5ha		5ha	5ha	5ha
<b><u>PPTLI 10</u></b>	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	47					
<b><u>PPTLI 11</u></b>	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	8					
<b><u>PPTLI 12</u></b>	No. of people slightly injured in road traffic collisions.	423					
PPTLI 13	Average number of days taken to repair street lighting fault: non DNO (Street lights controlled by the authority). (Previously BVPI 215a).	5	5		5	5	5
PPTLI 14	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	32	30		30	30	30
<b><u>PPTLI 15</u></b> <b><u>Ex BVPI</u></b> <b><u>224b</u></b>	Condition of Unclassified Roads (% of network where structural maintenance should be considered).	17%	9%		9%	9%	9%
PPTLI 16	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	98.37%	98%		98%	98%	98%



## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15
<b><u>PPTLI 19</u></b> <b>NI 47</b>	Percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	2.1%					
<b><u>PPTLI 20</u></b> <b>NI 48</b>	The percentage change in number of children killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	-3.8%					
<b><u>PPTLI 21</u></b> <b>NI 168</b>	Percentage of principal road network where structural maintenance should be considered.	1%	2%		2%	2%	2%
	% Of Non principal roads where maintenance should be considered	3%	4%		4%	4%	4%
<b><u>PPTLI 23</u></b> <b>NI 178</b>	Bus service punctuality, Part 1: The proportion of non frequent scheduled services on time (%):						
	a) Percentage of buses starting route on time	96.77%	97.6%		97.7%	97.8%	98.0%
	b) Percentage of buses on time at intermediate timing points	87.10%	85%		86%	87%	87.50%

## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

<b>Fair Access</b>
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PPTLI 26	% of footpaths and Rights of Way that are easy to use.	86%	87%		88%	89%	90%
<b><u>PPTLI 28</u></b>	No. of passengers on community based accessible transport	266,230	267,000		267,000	267,000	267,000
PPTLI 29	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	48.25	51		52	53	54
<b><u>PPTLI 31</u></b> <b><u>NI 177</u></b>	Number of local bus passenger journeys originating in the authority area in one year (000's)	6,293,000	6,150,000		6,200	6,200	6,200

## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

<sup>i</sup> Note: Regional Spatial Strategy (RSS) requires Halton to accommodate 9000 new dwellings over the development plan period (to 2028). This is approximately 500 dwellings per annum. It must be acknowledged that at the time of writing RSS is being revoked by Government and Halton's Core Strategy has to be proven 'sound' by a Planning Inspector). It is possible that this target may need to change.

It should also be noted that the rate of house building cannot be directly influenced by the Council and is reliant on economic factors such as the availability of finance and mortgages. If people can't buy homes then house builders will not build them. This indicator needs to be looked at in the context of PPT LI08 which measures the housing land supply in Halton. Sufficient housing land needs to be available throughout an economic cycle to allow housing development when demand conditions allow

<sup>ii</sup> Note: Halton's Core Strategy (not yet adopted) has a target for 25% of new housing to be 'affordable'. The target figure has been derived by calculating 25% of the overall net new housing target (PPT LI05)

<sup>iii</sup> Note: This target comes from Planning Policy Statement 3 on Housing. This is national policy that requires local planning authorities to have at least a 5year supply of deliverable housing sites monitored on an annual basis through the Strategic Housing Land Availability Assessment (SHLAA)

<sup>iv</sup> This target relates to the Homes and Communities Agency's National Land Use Database of Previously Developed Land. This database catalogues all PDL sites in the Borough. The Core Strategy has a target for 40% of housing development on PDL sites. It could be expected that overtime the amount of PDL as a percentage of the land area decreases over time as urban sites are regenerated



# Children & Enterprise Directorate

## DIRECTORATE PLAN

**April 2012 to March 2015**

## Contents

	<i><b>Page</b></i>
1.0 Foreword	3
2.0 Introduction	4
3.0 Key messages	5
4.0 Factors affecting the Directorate	12
5.0 Organisational initiatives	24
6.0 Organisational & Directorate structure	27
7.0 Resources	34
8.0 Business planning	36
 <i>Appendices</i>	
Appendix A: Departmental Service Objectives & Performance Indicators	37

*NB – Please note that at the time of writing, this Directorate Plan has not been able to take into account the full implications of the Schools White Paper and Halton Borough Council restructuring and this should be kept in mind when reading the document*

## 1.0 Foreword from Strategic Director

The Children & Enterprise Directorate (CED) Service Plan for 2012 to 2015 comes at a time of continuing change for both the Council and Halton's Children's Trust.

The Directorate is at the heart of the Trust; having a dual responsibility to both the Council and the contribution it makes to the strategic priorities of the Children's Trust. The scope of the Directorate was broadened in 2011 with the addition of the Economy, Enterprise and Property Department. This has meant that the Directorate has an even greater role to play in the element of the Trust's work that focuses on young people aged 16 plus. Similarly, the changes have increased the presence of the Directorate within the Employment, Learning & Skills Specialist Strategic Partnership.

All partners remain committed to Halton Children's Trust and are working together to meet the aims and objectives of the Children & Young People's Plan 2011-14. This commitment to working in partnership is crucial as we look to work through tough economic times, with reducing resources, while maintaining the same high quality level of service for our children and young people and their families in Halton. We have been successful in achieving this so far – in 2011 this was externally recognised through the Ofsted/CQC Safeguarding and Looked After Children Inspection. Halton was rated as Outstanding or Good in each of the 22 elements of this Inspection. This is welcome recognition of the work being done in Halton for our children, young people and families but we must continually look to improve to achieve the highest levels of performance in the years ahead.

We are now attracting large-scale investment from a range of sectors and many employment opportunities for Halton residents have resulted or will develop over the years ahead from these but more work needs to be done increase the number of employment opportunities in Halton and to break the cycle of worklessness in some parts of the Borough.

Despite facing many challenges, I believe that the Directorate is well placed to meet each challenge and continue to work to improve outcomes for our children and young people, as well as their families and businesses in Halton.

Gerald Meehan

Strategic Director  
Children & Enterprise Directorate



## 2.0 Introduction

The Children and Enterprise Directorate (CED) plays a key role within the Council structures and in ensuring the Council achieves its objectives. Whilst CED works to the key priorities that appear within Halton's Children & Young People's Plan of Halton Children's Trust and economic development programme, it is a business unit within its own right, requiring leadership and direction provided by this Plan.

Business planning encourages the development of a blueprint for the ongoing performance management of the Directorate and, without it; the preparation needed to manage performance is missing. Without ongoing performance management, the strategies and plans developed through business planning will not be implemented and will fail to impact upon the activities of the Directorate, or on outcomes for service users.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. Its overall aims are to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively. The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- Halton Local Development Framework;
- The Borough Council's Corporate Plan 2011 - 2016;
- Halton Children & Young People's Plan 2011 - 14

These commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Children and Enterprise Directorate's elements of those commitments within the context of the Government's overall agenda for Local Government. The achievement of these continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train the staff able to meet the challenges of the future.

## 3.0 Key messages

### 3.1 OVERALL DIRECTORATE STRATEGIC DIRECTION

The structure for the Directorate is set out in detail in Section 6 but in summary is split into four departments as follows:

- Children & Family Services
- Children's Organisation & Provision
- Learning & Achievement Services
- Economy, Enterprise and Property

In addition the Children's Safeguarding Unit reports directly to the Strategic Director.

The key messages in terms of progress against the agreed objectives during the last 12 months are outlined below.

Department	Objective	Progress 2011-12
<b>Children &amp; Family Services</b>	Workforce Development – ensuring sufficient frontline managers and social workers with the skills/competence to improve outcomes.	<ul style="list-style-type: none"> <li>• Work is continuing to take this forward in line with the Children's Trust Integrated Workforce Strategy through the Children's Trust sub groups together with all partner agencies.</li> <li>• Recruiting frontline managers remains a challenge.</li> <li>• No vacancies for frontline social workers</li> </ul>
	High quality assessments/interventions at Levels 3b and 4.	<ul style="list-style-type: none"> <li>• Child protection processes remain strong and were recognised through the Ofsted Safeguarding &amp; LAC Inspection, February 2011</li> <li>• Issues remain within managing capacity</li> <li>• Progress continues to embed Safeguard in everyone's working practices.</li> </ul>
	Improve outcomes for Children in Care and Care Leavers	<ul style="list-style-type: none"> <li>• Attainment gap for Children in Care is closing</li> <li>• Placement stability is improving</li> <li>• Continuing focus on EET opportunities for Care Leavers, 6 apprenticeship opportunities have been developed but work is continuing to reduce the number of NEET Care Leavers</li> </ul>
	Develop Team around the Family model of early intervention across the continuum of need.	<ul style="list-style-type: none"> <li>• The framework, structure and service for Team around the Family are established.</li> <li>• Workforce and multi-agency resource elements are being strengthened</li> <li>• Developments so far have been Halton Borough Council-led, work continuing to embed all partners within the model.</li> </ul>
<b>Children's Organisation &amp; Provision</b>	To fully establish commissioning to improve outcomes in Halton	<ul style="list-style-type: none"> <li>• Commissioning is now an overarching priority for all agencies within the Children's Trust as outlined within the Children &amp; Young People's Plan 2011-14;</li> <li>• Revised commissioning framework;</li> <li>• Agreed key commissioning priorities;</li> <li>• Reviewed all commissioned services.</li> </ul>



		<ul style="list-style-type: none"> <li>• Halton Strategic Commissioning Statement for Post-16 provision in Halton developed and agreed by all partners;</li> <li>• In-year reductions in the Area Based Grant identified and implemented;</li> <li>• Departmental restructures completed for IT and Post-16 Development and 14-19 Entitlement</li> </ul>
	To manage resources effectively	<ul style="list-style-type: none"> <li>• Extended and delivered flexibly the free early years entitlement to 2, 3 and 4 years old;</li> <li>• Childcare Sufficiency Audit completed, agreed and published along with action plan</li> <li>• Play Review completed</li> </ul>
	Implement integrated targeted youth support	<ul style="list-style-type: none"> <li>• Developed a range of services for young people including sexual health e.g. VRMZ, 6 day a week provision;</li> <li>• Increased number of teen parents engaged in suitable, education, training and employment;</li> <li>• Improved young people's employability by reducing NEET;</li> <li>• Introduced teen drop-in into The Bankfield;</li> <li>• Redesigned Youth Services</li> <li>• Reductions to Connexions contract - £2 million across Merseyside;</li> <li>• Delivered word class facilities from CRMZ – five agencies permanently based at CRMZ – extensive and successful Summer Blitz programme</li> </ul>
	Transform the learning environment	<ul style="list-style-type: none"> <li>• Reached financial close on BSF Projects;</li> <li>• Completed All Saints Upton School and Children's Centre;</li> <li>• Completed Our Lady Mother of the Saviour capital project;</li> <li>• Undertook a review of primary school provision</li> </ul>
<b>Learning &amp; Achievement Services</b>	Narrow the gap in attainment between vulnerable groups and their peers through early identification of need and effectively targeted school improvement support	<ul style="list-style-type: none"> <li>• The performance of pupils eligible for Free School Meals at 5+ A*-C including English &amp; Maths at 34.4% is the highest ever and up 5 points from 2010</li> <li>• However gap has increased slightly from 26.7% to 28.3% as performance overall has improved.</li> </ul>
	Ensure that service re-design results in the most efficient use of available resources to meet local needs and also delivers the requirements of the Education White Paper and the SEN Green Paper	<ul style="list-style-type: none"> <li>• New structure with a small core team now in place – focus on under performing schools. Use of LA's powers of intervention</li> <li>• Staff have been successfully transferred to Serco as part of Joint Venture company – HBC, WBC and Serco</li> <li>• Specialist resource bases open with contracts between LA and schools agreed.</li> <li>• 92 places in the primary phase</li> <li>• 38 places in secondary phase</li> <li>• SEN Green Paper Pathfinder bid submitted through LTP with a focus on Early Years.</li> </ul>

		Although the bid to be the regional pathfinder was unsuccessful, work is continuing to implement the proposals in Halton.
	Increase the percentage of schools where Ofsted judge overall effectiveness to be good or better	<ul style="list-style-type: none"> <li>• Overall 78% judged as good or better in primary phase</li> <li>• 11 primary schools judged satisfactory overall (22%)</li> <li>• 1 school currently in special measures</li> <li>• 3 secondary schools judged outstanding</li> <li>• 2 secondary schools judged satisfactory</li> </ul>
	Increase attainment at 5 A*-C including English and mathematics	<ul style="list-style-type: none"> <li>• 5+ A* - C including English &amp; Maths at 56% is the highest ever, six points above 2010 and should put Halton broadly in line with the 2011 national average.</li> <li>• 5+ A* - C at 84% is also the highest ever, two points up on 2010 and should put Halton well above the 2011 national average by this indicator.</li> </ul>
<b>Economy, Enterprise and Property</b>	Operations	<ul style="list-style-type: none"> <li>• Runcorn Market Hall (refurbishment to form library/Halton Direct Link)</li> <li>• CRMZ youth facility (part refurbishment/part new build)</li> <li>• Upton All Saints Primary school (new build)</li> <li>• Halton Lea Library (refurbishment)</li> <li>• Municipal Building ground/first floor refurbishment.</li> </ul>
	Employment, Learning & Skills	<ul style="list-style-type: none"> <li>• Halton People into Jobs won the contract to deliver an 'end to end' Single Work Programme package in Halton on behalf of the Prime Contractors (Ingeus Deloitte and A4E)</li> <li>• Further advances in <ul style="list-style-type: none"> <li>○ Halton Employment Partnership Complete Employment Offer</li> <li>○ 3MG Tesco Logistics Project</li> <li>○ Construction Halton</li> <li>○ Science Halton</li> </ul> </li> </ul>
	Development and Investment Services	<p>Work has continued on:</p> <ul style="list-style-type: none"> <li>• The Mersey Gateway</li> <li>• Daresbury Science and Innovation Campus</li> <li>• The Heath Business and Technical Park.</li> <li>• 3MG</li> <li>• Mersey Gateway Port</li> <li>• Widnes Waterfront</li> <li>• Castlefields Regeneration</li> <li>• £1.1 million in income generation annually</li> <li>• Business Improvement Districts (BIDS) at Astmoor and Halebank Industrial Estates</li> </ul>

### **3.2 MAJOR ACTIVITIES**

Over the past twelve months, the Directorate has contributed to a wide range of major activities that directly impact on the Directorate itself. Examples are outlined below:-

#### **Halton Safeguarding & Looked After Children Inspection**

It was announced in 2009 that each local authority area would have an announced multi-agency Ofsted and CQC inspection between June 2009 and 2012. Halton's inspection took place in February 2011. As with all other local authority areas, Halton had two weeks to prepare following the initial announcement.

The report following Halton's rigorous inspection showed the level of planning and preparation by all partners had been worthwhile - Halton was graded as 'Outstanding' or 'Good' against all 22 criteria for both Safeguarding and Looked After Children. This highlights the robust systems in place locally and the strength of partnership working across Halton within children and young people's services.

#### **Halton Sustainable Community Strategy**

Halton's Sustainable Community Strategy outlines the goals that the Halton Strategic Partnership (HSP) wants to achieve for Halton. It provides a framework in which the public, private, community and voluntary sector organisations and groups within the HSP can work together. A new overarching 15-year document has been developed from 2011. It sets out a plan to tackle the five agreed overarching priority areas, including Children and Young People, to improve quality of life in Halton. In full the five priorities are:

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

#### **Children & Young People's Plan 2011-14**

Although the Coalition Government in 2010 removed the statutory duty to produce a Children & Young People's Plan that is owned by all Children's Trust partners, it was agreed locally to produce a new Plan from 2011 to provide strategic direction for the Trust. The new Plan has been developed around the following new priorities for the Children's Trust:

- A: Improve outcomes for children and young people through effective joint commissioning*
- B: Improve outcomes for our most vulnerable children and young people by targeting services effectively*
- C: Improve outcomes for children and young people through embedding integrated processes to deliver early intervention.*

The priorities of the Directorate within this Plan complement these overarching priorities.

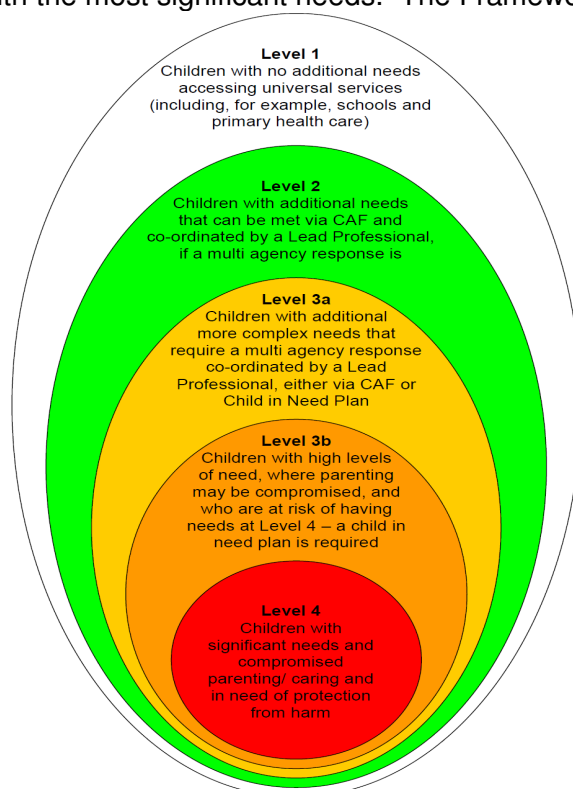
#### **Welfare Reform and the Single Work Programme**

As part of the Welfare Reforms introduced nationally, a single, personalised welfare to work programme has been developed for benefit claimants. This initiative went live in June 2011 to replace a number of existing programmes. It is a mandatory

programme for residents reaching key milestones of unemployment. On a sub-regional basis two 'Prime Contractors' were awarded the local contract, Ingeus Deloitte and A4E, for 7 years with contractual payment by results/outcomes. Halton People into Jobs won the contract to deliver an 'end to end' package within Halton on behalf of the Prime Contractors. A target of 1557 referrals was set for Year 1 of the programme.

### Halton Levels of Need Framework

These Children & Young People's Plan priorities, and in turn those contained within this Directorate Plan, are set against the Halton Levels of Need Framework. This maps a continuum for professionals in Halton to meet the needs of all children and young people, from those with no additional needs through to our most vulnerable with the most significant needs. The Framework works across four levels as follows:



**Level 1** – Children and young people whose needs are being met through universal services available to all

**Level 2** – Additional needs that have been identified that can be met through a CAF or discussions within or across agencies.

**Level 3a** – More complex needs have been identified, a co-ordinated multi agency approach to addressing these can be facilitated by the Integrated Working Support Team.

**Level 3b** – Higher levels of need which require contact to be made with Children's Social Care

**Level 4** – Children and young people identified as being in need of immediate protection

In essence, the work of the Children's Trust in Halton focuses on Levels 1 – 3a of the framework. Levels 3b and 4 are the remit of the Halton Safeguarding Children's Board.

Support at Levels 2 and 3a is now facilitated for Halton Children's Trust through the Team around the Family service and approach to early help and support. Team around the Family ensures that fewer cases reach the 'Specialist' end of the Levels of Need continuum, at Levels 3b and 4. Instead, where appropriate, children, young people and their families will receive the additional services that they need more quickly, before these needs escalate beyond Levels 2 and 3a. This support is gradually phased out at the appropriate rate within each individual case.

### Early Intervention: Team around the Family

Team around the Family was established in 2010 as the new Halton Children's Trust approach to early intervention and prevention. By intervening early, it aims to prevent issues escalating to the point where they require higher level interventions. This contributes to keeping children safe and helps families to develop the resources needed to ensure that the outcomes for their children are positive.

By amending the way in which we work in Halton in line with the principles of Team around the Family, more children, young people and their families who need the additional support at Levels 2 and 3a of the Halton Levels of Need Framework will receive and access the appropriate services at this stage, and fewer will reach the Specialist Services at the top of the pyramid. The approach aims to remove any barriers to the appropriate services being made available and accessible to those who need them. By reducing the flow of cases reaching Levels 3b and 4, it should free up more resources that can be made available to provide further support at Levels 2 and 3a.

A major element of Team Around the Family are the Integrated Working Support Teams (one in Runcorn, one in Widnes). These are the 'front door' to early help services and the teams provide support to professionals working with families where additional needs have been identified. They also advise and support professionals in CAF assessments and reviews. On completion of a consultation, a course of action is agreed and support services deployed to the family to help improve their circumstances. The overall aim of this service is to help prevent needs from increasing and further, more intrusive and costly interventions becoming necessary.

This process has been successfully implemented and work will be undertaken during 2012 to increase capacity within Team around the Family through service redesign to provide additional resource.

### **Commissioning**

With diminishing resources, a greater focus has developed on commissioning to ensure best use is made of the available resources. This focus is reflected in the new Halton Children's Trust priorities reflected within the Children & Young People's Plan. Halton already had in place a Joint Commissioning Unit between the Directorate and Primary Care Trust. This has been broadened to also include all relevant partners from across the Children's Trust. The Children & Enterprise Directorate continues to play a major role in the new arrangements, which bring together all aspects of commissioning and decommissioning for children and young people in Halton, and monitors the impact of commissioning and decommissioning decisions. Areas of focus for commissioning include:

- Maternity
- Urgent Care
- Child & Family Poverty
- 14-19 Strategy
- Special Educational Needs

A particular priority is taking forward the Children's Trust's Joint Commissioning Framework. This includes five commissioning priorities that closely relate to the Children's Trust's overall priorities. For these five commissioning priorities, resources within the Children's Trust are being brought together to tackle these issues. These are:

- Behaviour
- Breastfeeding
- Alcohol
- Team around the Family
- Transition of Care Leavers, Children in Care and Children with Complex Needs

### **Attainment and Achievement**

In 2011, Halton's GCSE results were once again the best ever recorded for the Borough. Overall, 85% achieved 5 A\*-C's, with 56% achieving 5 A\*-C's including English and Maths.

In addition, Halton has continued to achieve significant improvements in attainment at Level 2 (5 A\*-C GCSE grades or equivalent and Level 3 (achieving 4 AS-Level/2 A-Levels at Grade E or above or equivalent) by age 19. The level of improvement has exceeded expectations and indicates that the action plans implemented by the multi-agency 14-19 Strategic Partnership are focused on the right areas to bring real improvements. At Level 2, the rate was 74.8% in 2010, a 7.6% increase on the 2009 figure, which was the highest annual increase recorded anywhere nationally. This figure has been exceeded in 2011. Final verified data is being awaited, but 78% of the cohort has already achieved a Level 2 qualification.

At Level 3, 42.3% of Halton learners in 2010 achieved a qualification by age 19, an 8.4% increase compared to 2009, which is the second highest level of increase recorded nationally. Again, it is expected that there will be a further increase in the rate of Level 3 achievement when 2011 data is released.

### **Development and Investment Services**

There has been significant development and progress over the last 12 months, including:

- Securing Enterprise Zone Status for Daresbury Science and Innovation Campus
- An award of £9m regional growth funding for 3MG
- Working with partners to deliver the Hive leisure park – Reel Cinema, Widnes SuperBowl, Nandos, Frankie and Benny's all open and a majority of the vacancies have been filled by Halton residents, many of whom were previously unemployed.
- Halton residents will be supported into employment within Tesco and the Premier Inn hotel and restaurant when both open in 2012.
- HBC Fields/3MG Developer and end user have been identified and the scheme has secured planning permission will lead to the creation of 1000+ jobs.
- The £11m Castlefields Village Square development delivering 25 residential units, 5 retail units, new public realm/village square, new community centre and a health centre.
- The production of Halton Business Support Guide - a simple and straightforward guide to the range and type of business support currently available in the Borough of Halton.
- A partnership between the Council, Halton Chamber of Commerce and Enterprise and Google to bring a 'Google Juice Bar' to the Borough.

## 4.0 Factors affecting the Directorate

### 4.1 CHALLENGES

Below is a summary of the challenges that the Directorate as a whole will face and consider within its work during 2012-13.

<p><b>Health Reforms</b></p> <ul style="list-style-type: none"> <li>Abolition of PCTs</li> <li>Partnership with GPs</li> <li>Reduced budget</li> </ul>	<p><b>Safeguarding</b></p> <ul style="list-style-type: none"> <li>Ensuring safeguarding is seen as everyone's job</li> </ul>	<p><b>Information, Advice &amp; Guidance</b></p> <ul style="list-style-type: none"> <li>Impact of revised arrangements/TUPE</li> </ul>
<p><b>NEET</b></p> <ul style="list-style-type: none"> <li>Economic climate</li> <li>New method of calculating figures</li> </ul>	<p><b>Early Intervention Grant</b></p> <ul style="list-style-type: none"> <li>Income from schools</li> <li>Staff funding beyond 2013</li> </ul>	<p><b>Families with multiple problems</b></p> <ul style="list-style-type: none"> <li>Pathways</li> </ul>
<p><b>Schools</b></p> <ul style="list-style-type: none"> <li>Development of school sixth forms, academies and free schools</li> <li>Staff funded through school buy back – e.g. SIMS, technical support</li> <li>SIMS Support – introduction of new centralised service</li> <li>Gateway standards &amp; performance</li> </ul>	<p><b>Schools</b></p> <ul style="list-style-type: none"> <li>Development of shared governor services</li> <li>Attainment gap – e.g. FSM</li> <li>Changes to work experience</li> <li>School service redesign – e.g. SEN</li> <li>Implications of Education Bill – e.g. impact of changes to exclusions</li> </ul>	
<p><b>Early Years</b></p> <ul style="list-style-type: none"> <li>Integrated strategy and provision</li> </ul>	<p><b>Specialist Assessments</b></p> <ul style="list-style-type: none"> <li>Managing capacity</li> <li>Seamless continuum</li> </ul>	<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>CRMZ, HRMZ, VRMZ</li> </ul>
<p><b>Youth Service</b></p> <ul style="list-style-type: none"> <li>Reduced funding</li> <li>Revised method of commissioning</li> </ul>	<p><b>Capital</b></p> <ul style="list-style-type: none"> <li>Future levels of capital strategy funds</li> <li>Combined funding for all representatives</li> </ul>	<p><b>Workforce Development</b></p> <ul style="list-style-type: none"> <li>Recruitment and retention</li> <li>Core competencies</li> </ul>
<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>Reducing proportions with no qualifications</li> <li>Train workforce for available jobs</li> </ul>	<p><b>Provision</b></p> <ul style="list-style-type: none"> <li>Child minders</li> <li>SEN – based on new funding formula</li> <li>Post-16 (Wolf Review)</li> </ul>	<p><b>Commissioning</b></p> <ul style="list-style-type: none"> <li>Efficiency review</li> <li>Joint commissioning with CWAC</li> <li>TP services</li> </ul>
<p><b>Employment</b></p> <ul style="list-style-type: none"> <li>Sufficient jobs</li> <li>Pockets of worklessness</li> <li>Business start-ups</li> </ul>	<p><b>Regeneration</b></p> <ul style="list-style-type: none"> <li>Keeping to timescale on major initiatives – e.g. Mersey Gateway Widnes Waterfront</li> </ul>	<p><b>Early Help</b></p> <ul style="list-style-type: none"> <li>Ensuring offer right</li> <li>Shifting resources and support across agencies</li> </ul>

## 4.2 DIRECTORATE PRIORITIES 2012

The Directorate has continued to successfully improve the services provided for our children and young people. This has been evidenced by externally validated inspections of services, and in a range of performance indicators. To maintain this and continually improve, a set of overarching priorities to be driven by the Directorate's Senior Management Team (SMT) have been agreed to provide direction for this Plan. These take into consideration the national agenda, internal and external factors that are and will affect the Directorate and also the main activities and achievements of the Directorate.

Four priorities have been agreed to cover cross-cutting themes that link together the work of the Directorate and the Children's Trust. These are:

- Commissioning
- Early Help and Support
- Narrowing the Gap
- Employment and Growth

Three key common areas of work that transcend these priorities have also been agreed for the Directorate, giving a 'four plus three' structure. These common areas of work are:

- Workforce Planning and Development
- Asset Management
- Resources

To achieve our objectives, four lead officers have been designated, one for each priority, and there will be a strong emphasis on cross-collaboration from across all Departments within the Directorate.
































Each work stream will utilise the existing meeting groups within the Directorate and wider partnerships, such as the Children's Trust and Employment, Learning and Skills Partnership.

The focus on these priorities and how we align our services with those of partners in the Children's Trust will be particularly important within the current difficult economic climate that we are facing.

The matrix below depicts the 'four plus three' structure of the priorities for the Directorate from 2012/13, with a colour coding system used to show examples of where Business Critical Issues will cut across the four priorities and this cross-collaboration will be utilised in work going forward. These Business Critical Issues closely relate to the service objectives set out in the appendices of this document.

These are the key priorities that we will focus upon as a Directorate in 2012-13 in order to ensure improved outcomes for children, young people and families in Halton and have been agreed within the context and continuum set out in the Halton Levels of Need Framework found within section 3.2 of this Plan.



Directorate Priority	Commissioning 	Early Help & Support 	Narrowing the Gap 	Employment and Growth 
<p><b>Directorate Business Critical Issues</b></p>	<ul style="list-style-type: none"> <li> Specify and implement common understanding of commissioning across Directorate, Council and with partners</li> <li> Ensure long-term sustainability of service providers</li> <li> Sector Development</li> <li>School funding – manage changing role of LA as broker/commissioner rather than provider</li> <li> Integrated and targeted youth support</li> <li> Ensure Early Years, school and post-16 provision are sufficient, sustainable and of appropriate quality</li> <li> Effective joint commissioning to improve outcomes for all, with emphasis on our most vulnerable children and young people</li> </ul>	<ul style="list-style-type: none"> <li> Specify and implement Halton Early Help Statement</li> <li> Embed integrated processes and common understanding of Halton’s Early Help offer within Directorate and across Halton Children’s Trust</li> <li> Recruit and retain Children’s Social Care managers to deliver scrutiny and management oversight to ensure effective care planning</li> <li> Ensure the implications of the Munro Review improve outcomes for children and families</li> <li> Improve outcomes for Children in Care and Care Leavers</li> </ul>	<ul style="list-style-type: none"> <li> Narrow the attainment gap between vulnerable groups (e.g. SEN, FSM, CiN) and their peers through early identification of need</li> <li> Integrated Early Years Strategy, including targeted family learning provision</li> <li> School Improvement</li> <li> Measuring progression (of pupils and schools)</li> <li> Raising presence, participation and achievement</li> <li> Health inequalities</li> <li> Child &amp; Family Poverty</li> </ul>	<ul style="list-style-type: none"> <li> The Big Society</li> <li> Welfare Reform and the Single Programme</li> <li> Maintain HBC assets in order to provide a sustainable flow of income and capital</li> <li> Interface with the Private Sector and employer facing services</li> <li> Mersey Gateway investment</li> <li> European Social Fund bid</li> <li> Delivering a comprehensive development and investment service</li> <li> Apprenticeships</li> <li> Delivering a comprehensive employment, learning and skills service</li> </ul>
<p><b>Common key areas of focus</b></p>	<ul style="list-style-type: none"> <li><b>Workforce Planning &amp; Development</b></li> <li><b>Asset Management</b> <ul style="list-style-type: none"> <li>Low Carbon Economy</li> <li>Youth facilities</li> <li>School Estates &amp; Organisation</li> </ul> </li> <li><b>Resources</b></li> </ul>			
<p><b>Priority Lead</b></p>	<p><b>Ann McIntyre</b></p>	<p><b>Nigel Moorhouse</b></p>	<p><b>Steve Nyakatawa</b></p>	<p><b>Wes Rourke</b></p>

### 4.3 EXTERNAL FACTORS

In order to meet the Business Critical Issues and priorities for the Directorate, external factors need to be considered that are outside of the Directorate's control but inform and help to set the context for much of the Directorate's work.

#### **Demographic Changes**

The 2010 population estimate for Halton was 119,300. The population is projected to grow to 122,900 in 2023.

Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

#### **Deprivation**

The Index of Multiple Deprivation (IMD) for 2010 is the most comprehensive sources of deprivation indicators and shows 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. Deprivation has stayed relatively level in the borough from since 2007. The Index shows that 25% of Halton's population live in the most deprived areas (i.e. the top 10% of Lower Super Output Areas) nationally. Much has been done but clearly there is still much to do to narrow the gap between the least and most deprived parts of the Borough while at the same time improving prosperity for all.

#### **Digital Accessibility**

New communications technologies not only help businesses trade and develop; they also create opportunities for businesses to develop new applications and services. These new applications and services increase demand for faster and better communications facilities, which in turn leads to more innovation in applications and services in a development spiral. Connecting people to ICT skills can connect them to new or better jobs, to new forms of communication and social interaction, to community infrastructures and government services, to information to help with homework, to consumer power and convenience. It can save people time and money, open new doors and new worlds. Digital inequality matters because those without the right combination of access, skill, motivation or knowledge to make digital decisions are missing out in all areas of life.

In Halton, a Corporate Digital Economy and Inclusion Strategy is delivering on these challenges. Within this Directorate, it is imperative that ICT form part of core curriculum in schools. Digital life skills offer a route to employment, with employers seeking employees who are computer literate and able to take advantage of technology. For the mobile 24/7 society service engagement is often through a web interface and the advent of smart phones and iPods and other mobile devices will continue to drive advances in community engagement and service delivery.

#### **Climate Change**

The Comprehensive Spending Review contained a number of announcements on carbon management including funding for low carbon technologies, the introduction of a Green Investment Bank and Green Infrastructure fund and a new Green Deal which will enable households to fund energy efficiency improvements in their home

through savings on energy bills. The funding announcements will contribute towards the delivery of a Climate Change Strategy to Halton.

As part of work on the Low Carbon Agenda, the Directorate is participating in a pilot programme between the Carbon Trust and schools. This is a new collaborative service to help local authorities engage with and support their schools estate in cutting carbon emissions and energy costs. It is a 10 month programme which will develop the capability of local authorities and schools to work collaboratively to achieve carbon and cost reductions. The service will support local authorities in leading a programme of support for their schools estates and covers 7 key stages.

### **Marmot Review of Health Inequalities**

The Review argues that traditionally government policies to reduce health inequalities have focused resources only on some segments of society. To improve health for all of us action is needed to build on the past ten years work to continue to improve everyone's health and reduce differences that are both unfair and unjust.

From a Directorate perspective, the Review recommends:

- Giving every child the best start in life - increasing the proportion of overall expenditure allocated to the early years and ensure expenditure on early years development is focused progressively across the social gradient
- Enabling all children, young people and adults to maximize their capabilities and have control over their lives - reducing social inequalities in pupils' educational outcomes;
- Creating fair employment and good work for all
- Ensuring a healthy standard of living for all minimum income for healthy living
- Creating and developing sustainable places and communities

### **Munro Review of Child Protection**

This independent review to improve child protection, led by Prof. Eileen Munro looked at the problems in the child protection system, with an analysis of how they had arisen and the characteristics of an effective system, with an outline of the reforms needed to create a system that keeps a focus on the child's journey from needing help to receiving it.

The final report set out 15 recommendations for reforming the child protection system, to reduce bureaucracy and concern with process compliance to a more child-centred system focusing on the provision of effective help.

The Government's response to the report addressed each of the recommendations across four themes. Implementation of the changes will begin at once but the Government has suggested that change will evolve and utilise experience – change will be long term with the aim of being sustainable and successful.

### **Early Intervention: the Next Steps**

Two reports have been published following an independent review of early intervention projects for children, led by Graham Allen MP.

- i. The first covers the rationale, social and economic benefits, current policy and practice, and the most effective programme, recommending a new focus on early intervention and the creation of an independent Early Intervention Foundation to promote the evidence base and to broker funding.

- ii. The second focuses on how to expand early intervention through better use of public resources and the use of alternative routes to attract additional investment – proposing the creation of a market in early intervention and social investment products; it also addresses the leadership that will be needed to bring about a major shift to a new culture of early intervention to improve the lives of disadvantaged children and avoid future costs to society.

### **Regulations and Guidance for Care Planning and Looked After Children (LAC)**

On April 1 2011, revised regulations and guidance for care planning and LAC came into force to streamline processes, increase the emphasis on more effective care planning, focus on the child, and improve the quality and consistency of care planning, placement and case review for LAC. They also aim to improve the care and support provided to care leavers.

The new regulations and guidance aim to improve the clarity of the regulatory framework for LAC and care leavers for practitioners and one coherent and easily accessible package relating to care planning and case review for LAC.

The revised legal framework covers all aspects of a child's journey through care, including health, education and ensuring the child's voice is heard in the care process. The framework also includes regulations and guidance relevant to children's homes and fostering services providers. These are designed to work together as a coherent whole, helping local authorities to ensure high quality care for all their LAC.

### **Family Justice Review**

The family justice system is a network of organisations and individuals from many different professions all working co-operatively and collaboratively so that the system achieves its aims. A Family Justice Review Panel was appointed in 2010 to review the effectiveness of the whole of the family justice system, looking at all aspects, from court decisions on taking children into care, to disputes over contact with children when parents' divorce. The Panel aimed to improve the system so that it is quicker, simpler, more cost-effective and fairer, whilst continuing to protect children and vulnerable adults from risk of harm.

The panel's final report was published in November 2011. This took into account the views expressed during the consultation on the interim report and the call for evidence. A useful young person's guide to the review has also been published.

The key recommendations are a new six month time limit in care cases; enabling people to make their own arrangements for their children when they separate, using the courts only when necessary; and a range of proposals to ensure that agencies and professionals work together to make the system simpler and far more effective, improving the experience and outcomes for children and families. One element of particular interest for the Directorate is the review of the Guardian/IRO role.

### **European Social Fund and families with multiple problems**

The Department of Work & Pensions is commissioning employment focused provision for families with multiple problems, supported through its European Social Fund co-financing arrangements. The intention is that local authorities will be the primary route to identify families who would benefit from the provision.

The DWP has invited tenders from the private sector to work with the families to deliver a wraparound service, supporting families over a 12 month period. The targets are that 22% will go into work and 78% will be on their way into work.

Halton is working within a partnership of 10 local authorities in the North West CPA (Contract Package Area) that will work with the private provider Reed and their “The Families Programme” to deliver the service from 2012.

### **Education Act 2011**

The Education Act was passed in November 2011 and reconfirms many of the proposals announced in the 2010 Schools White Paper, with additional elements covering vocational learning, management of further education and sixth form colleges, early years, student fees and loans, and pupil admissions.

In setting out a major programme of reform for schools, it includes some major changes in the role of local authorities. Most of the proposed changes are intended to be introduced between 2011 and 2014 but the Act has not set out a defined timetable, which began from the Act’s passing. The Act replaces or amends 18 education or children acts already in existence.

The Act aims to free schools from government bureaucracy and interference, aiming to give greater accountability to parents and local communities. It is envisaged that the reforms will raise the quality of new teachers and transform the quality of initial training and continued professional development.

It also sets out:

- Powers for teachers to improve discipline in the classroom
- Early Years provision for 2 year olds from disadvantaged families
- A vision for a transformed school curriculum
- Changes to the conditions in place for academies
- Reforms to school performance tables
- A pupil premium channelling money to the most deprived children
- Plans to develop a fairer and more transparent funding system
- A new Ofsted Inspection framework for maintained schools and academies.
- New, shorter guidance on behaviour and discipline in schools.

### **Special Educational Need and Disability (SEND) Green Paper**

The SEND Green Paper aims to improve the entire SEN system and covers issues including school choice, early identification and assessment, funding and family support. Options being considered include:

- a new approach to identifying SEN through a single Early Years setting-based category and school-based category of SEN;
- a new single assessment process and Education, Health and Care Plan;
- local authorities and other services setting out a local offer of all services;
- the option of a personal budget by 2014 for all families with children with a statement of SEN or a new Education, Health and Care Plan;
- giving parents a real choice of school, either a mainstream or special school;
- introducing greater independence to the assessment of children’s needs.

A coordinated response for Halton was developed as part of a wider sub-regional response to the Green Paper’s consultation. This was the basis for a sub-regional bid to obtain pathfinder status. Although the bid was unsuccessful, this coordinated work is continuing to lay the groundwork for the changes.

### **Tickell Review of Early Years Foundation Stage**

This independent evidence-led review into the Early Years Foundation Stage (EYFS) concluded that the EYFS has contributed to improvements across the sector; that it

enjoys strong support amongst practitioners and parents; but that there are clear areas where it can be improved.

The Review's recommendations aim to make EYFS clearer, less burdensome, more accessible to practitioners and parents, and better linked to Key Stage 1. Particular attention should be paid to ensuring that children with specific needs, or from particularly disadvantaged backgrounds, are identified and supported early; that a close working relationship is established between parents and carers and staff in health, early years and education; that the early years workforce is well qualified and supported; and that an appropriate and proportionate regulatory framework is delivered by an inspectorate with a deep understanding of early years.

Following the Review, the DfE has consulted on a revised, slimmed down framework, to be introduced in September 2012. It has also announced some planned changes to Sure Start Children's Centres. The Review will be used to inform the development of an integrated Early Years Strategy across the Directorate.

### **Wolf Review of Vocational Education**

This Review looked at ways of improving vocational education for 14-19 year olds, thereby promoting successful progression into the labour market and into higher education and training routes. The Review considered all formal qualifications for the 14-19 phase which include vocational content and all young people on courses leading to them.

The report was set out under three main headings: the social and labour market context; the educational context; and an audit of current provision. It made 27 recommendations, each accepted by the Government, many with implications for providers, employers and other bodies. The Government's response was split thematically under the following headings: 14-19 vocational qualifications; 16-18 curriculum; lower attaining pupils; 16-18 funding; apprenticeships; strengthening vocational education in schools; enrolling students in colleges pre-16; work experience; Ofqual and qualifications design; and performance indicators and published information.

The recommendations are to be implemented by September 2012 and will impact significantly on the 16-18 curriculum, post-16 provision overall across Halton and on Halton's Education Business Partnership.

### **James Review of Education Capital**

An independent Review of Education Capital looked at the DfE's existing capital expenditure and made recommendations on the future delivery models for capital investment; to ensure that future capital investment represents good value for money and strongly supports the Government's ambitions to reduce the deficit, raise standards and tackle disadvantage; and to consider how all DfE capital expenditure within any spending constraint and PFI policy could be distributed more effectively over the Spending Review period.

The review makes 16 recommendations to fundamentally change the present system for building and maintaining schools. The report of the Review is presented in two parts. The first provides a critique of the current processes for capital allocation, Building Schools for the Future, devolved and targeted programmes, and the maintenance of school estates. The second provides a recommendation for a new system. In addition to Education Capital, the Review also looked at Children's Centre capital, the role of the local authority and regional procurement.

### **School funding reform and Academies pre-16 funding options**

The Government has conducted two parallel consultations on school funding: 'School funding reform - Rationale and principles'; and 'Academies pre-16 funding – Options for the 2012/13 academic year'. The first looked at the aims and objectives of the school funding system, and the high level principles of a potential move to a national funding formula. The second explained why the Government believes the current model for funding Academies is unsustainable, and explains why it wishes to make changes in 2012/13 if reform to the overall funding system is not in place. It describes the options for funding Academies, possibly as an interim measure, in 2012/13.

The Government has also started to look at a new system of revenue funding for schools and the transfer of Academies' LACSEG funding from local authorities. These reforms to academy funding, once in place, will impact on schools and retained services, particularly during the period of implementation.

### **16-19 Funding Formula Review**

The Government is conducting a consultation on 16-19 Funding Formula proposals to look at moving away from the current system of funding on the basis of 'payment per qualification' to a simpler system of funding at the level of the learner. This supports the Government's aim of reducing bureaucracy for education providers and making the funding system simpler, more transparent and readily understood by all.

### **School Admissions Code**

The Government has approved new Codes for School Admissions and for School Admission Appeals to be introduced for the admissions round for school entry in September 2013. The Codes are far shorter than the current Codes, and together contain only about half the number of requirements. The main changes that will need to be considered by the Directorate are the removal of the requirement for the Local Authority to co-ordinate In-Year Admissions (whilst maintaining their safeguarding role in ensuring that children continue to be admitted to a new school within a reasonable time), and the potential for popular schools to admit over their Published Admission Limit, which may impact upon neighbouring schools.

### **Youth Employment Bill**

This Private Member's Bill would establish a programme to provide training and employment opportunities for 16 to 25-year-olds. This would include assisting small businesses to help them employ apprentices through the payment of grants to help cover the costs of employment and through a National Insurance contributions 'holiday'. The Bill would also make provision for the programme to be funded through a levy on the bonus payment budgets of banks and other financial services providers. If passed, this Bill will have a significant impact on the NEET population in Halton.

### **NEET (Not in Employment, Education or Training)**

In May 2011, the Government announced a package of measures to help address youth unemployment. These included a new 'Innovation Fund' of up to £30 million over three years for social investment projects, paid on an outcome funded basis. The projects will support young people aged 14 and over who are disadvantaged or at risk of disadvantage. The purpose of the Innovation Fund is to improve employment prospects for young people by:

- supporting disadvantaged 14-17 year olds to participate and succeed in education or training in order to achieve better employment outcomes; and
- providing interventions and support which help to deliver improved employment outcomes for young people aged 18 and over.

Innovation Fund contracts will be awarded towards the end of 2011. A second bidding round will begin later in 2011, with contracts awarded mid-2012.

The Government in November 2011 also announced a new £150m programme to provide support to some of our most vulnerable 16-17 year olds NEET from 2012. This will provide vital support to help them to get back into education, an apprenticeship or a job with training.

### **Review of Higher Education Student Funding.**

The publication of the Browne Review into Higher Education funding and student finance prompted the Government to announce proposals that incorporated many features of the Review: loans would be offered to all students to cover fees with an absolute cap of £9,000 per year, to be repaid only when graduates are earning over £21,000, at a rate of 9%, written off after 30 years; part-time students would be entitled to loans on a similar basis to full-time students; there would be a real interest rate with a progressive taper. Universities charging fees of over £6000 per year would be required to contribute to a National Scholarships program. The changes will be implemented in time for the 2012/13 academic year.

The Review is part of the wider government agenda to 'put more power in the hands of the consumer' by reforming funding; delivering a better student experience; enabling universities to increase social mobility; and reducing regulation and removing barriers for new providers.

These changes are likely to have a significant impact on numbers of young people from Halton moving into Higher Education.

### **Health and Social Care Bill**

The Health and Social Care Bill proposes a new public health service and the transfer of local health improvement services to local authorities. Following a pause in the Bill and subsequent 'listening exercise' undertaken by the NHS Future Forum, the Government agreed to incorporate 16 recommendations within the Bill. These address what were seen to be key areas of weakness, clarify through further evidence some of the proposed changes and ensure greater safeguards are in place to protect against unintended consequences of the reforms.

### **Health and Wellbeing Boards**

Subject to Parliamentary approval, Health and Wellbeing Boards will be established from 2013 running in shadow form from 2012 during a transitional year.

In Halton the Chief Executive has commissioned the Director of Adult Social Services and the Director of Children's Services to develop a framework Health and Well Being Board. This Shadow Board, that will develop the arrangements for the full Board from 2013, met for the first time in December 2011.

The JSNA will underpin the work of the Health and Wellbeing Board and related Joint Health and Wellbeing Strategy to be developed by the Board. This high-level strategy will span the NHS, social care and public health, and could potentially consider wider health determinants such as education. The implications of the Bill will place Clinical Commissioning Groups and local authorities under a new statutory duty to develop this strategy together.

### **Work Programme**

This initiative went live in June 2011 as part of the Welfare Reforms, replacing a number of existing programmes. It is a mandatory programme for residents reaching



key milestones of unemployment, to be delivered by two private/not-of-profit 'Prime' contractors across each sub-region for between 4-7 years with contractual payment by results/outcomes. 'Prime' contractors for Halton are A4E and Ingeus Deloitte, who are engaging sub/delivery contractors for various elements of the programme.

### **Apprenticeships**

The Government is intent on a major expansion in the number and range of apprenticeships, with around 200 different career choices on offer in 80 different sectors, available to anyone over 16 years-old and not in full-time education. The target is to create 100,000 more apprentices by the year 2014, with a budget for 2011/12 of £1,400m.

The Youth Contract will provide nearly half-a-million new opportunities for 16 to 25-year-olds. This will include encouraging small businesses to hire young apprentices with an incentive payment of up to £1500; simplifying processes to make it quicker and easier for employers to take on an apprentice; a renewed focus on targeting the programme where apprenticeships deliver greatest value and the requirement for apprenticeship providers to offer training in English and maths up to the standard of a good GCSE (level 2) for all Apprenticeships

Locally, the Halton Employment Partnership committed to securing 100 new apprenticeship opportunities across the borough in 2011/12, with over 300 young people and adults across Halton have already signed up to the National Apprenticeship Service to help secure future employment and training. These opportunities will support work within the 14-19 Partnership and the NEET agenda.

### **The Big Society**

The Coalition Government's priorities are underpinned by radical reform of public services to build 'The Big Society' where everyone plays their part, shifting power away from central government to the local level. For Halton this will mean continued development and strengthening of partnerships, which may include joint provision or commissioning with other local authorities, key statutory partners and with providers within the community, independent and voluntary sector.

The Voluntary Sector will have a significant role to play. The Directorate already works closely with the Sector and offers support through, for example, funding for a Lead Engagement Officer post that works with the Directorate and Halton Children's Trust. Similar support is provided to engage with parents and carers across Halton.

The Directorate will need to ensure that it manages The Big Society agenda locally in a climate of cuts in resources and more competition for the resources that are available. In some cases funding is being directed towards sub regional and regional projects. The External Funding, European & Regional Affairs Team based within the Directorate will perform a crucial role in ensuring that Halton is able to take advantage of all funding opportunities available. The Directorate is looking at how it can work more closely with other local authorities within the agenda, in particular the Cheshire local authorities, for example to bid for Improving Futures funding.

### **Child & Family Poverty Strategy**

The Child Poverty Act received Royal Assent and became an Act of Parliament in 2010. The Act imposes specific duties including:

- Local partners to co-operate to mitigate the effects of child poverty
- Local authorities to make arrangements to prepare a local child poverty needs assessment

- Local joint child poverty strategies to be produced
- Child poverty to be considered within the Sustainable Community Strategy.

The new national Child Poverty Strategy was launched in April 2011. In Halton the needs assessment has been undertaken as part of an overall needs assessment for Greater Merseyside, with each local authority producing its own strategy. The Strategy in Halton is known as the 'Child & Family Poverty Strategy 2011-2013' to reflect the broad nature of the issue locally, where 6500 children and young people are currently living in poverty, around a quarter of our children and young people.

In the development and roll out of the Strategy in Halton, consideration is being given to how we as a Directorate commission services and the implications of new initiatives such as the pupil premium.

### **The Future of the Youth Justice Board and Youth Offending Teams**

During 2011, the Justice Select Committee held an inquiry into the future of the Youth Justice Board (YJB) and Youth Offending Teams (YOTs). The Committee looked at the impact of changes to national governance arrangements for youth justice on the YJB and YOTs, the impact of changes to funding arrangements on YOTs and ways to reduce the number of young people entering the criminal justice system and being sentenced to custody within existing levels of funding.

The government initially announced that the YJB would be abolished as part of the reduction in the number of QUANGOs and its functions brought within the Ministry of Justice. This decision has however been reversed and the YJB will continue.

### **Legal Aid, Sentencing & Punishing Offenders Bill**

This Bill, currently at the Committee Stage within Parliament covers a wide range of issues, the key ones for the Directorate focusing on making provision to ensure that, where a person aged under 18 has to be remanded into custody, in most cases they would be remanded into local authority accommodation. If passed, the implications of this Bill will need to be considered by the Directorate in the next 12 months.

### **Free early years education entitlement and childcare sufficiency**

The DfE is consulting (until 3 February 2012) on proposals for implementing the new entitlement to free early education for disadvantaged two year olds from September 2013, and on new, simplified Statutory Guidance for local authorities on delivery of free early education and securing sufficient childcare. The proposals would increase the number of eligible two year olds to almost 140,000 from the 20,000 currently receiving free provision.

The consultation covers eligibility criteria for the new entitlement, increased flexibility on when free entitlement hours can be taken, eligibility criteria that providers must meet to deliver early education places, and proposed changes to the assessment of the sufficiency of childcare.

The new draft Statutory Guidance covers delivery of free early education for two, three and four year olds and securing sufficient childcare. It is much shorter than the existing guidance it would replace.

## 5.0 Organisational initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

### 5.1 Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

The Directorate Equality & Diversity Group has been expanded to become a multi agency group for the Children's Trust. The group has updated and broadened the Equality Scheme already in place for CED to take into account the additional duties and implications of the Equality Act 2010 and to allow the Scheme to be a useful multi agency document

### 5.2 Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Plan that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised

Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator. The GHG emissions figure for 2010/11 was 25,817 tonnes CO2e. This total figure breaks down as follows:-

Corporate buildings	- 8306 tonnes CO2e
Schools	- 9323 tonnes CO2e
Street lighting	- 6247 tonnes CO2e
Vehicle fleet	- 1446 tonnes CO2e
Business Miles	- 495 tonnes CO2e

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet and business miles.

There is particular focus on the CRC energy efficiency scheme and the implications for the Council, i.e. £175k cost in April 2012 rising to £190k the following year.

Positive work being undertaken in Halton includes:

- carbon management plan
- work with schools on the Eco schools programme
- energy efficiency works implemented to date
- awareness raising with officers/managers
- Sustainable Projects office focusing initially on working with managers re energy management,
- the proposal re solar/PV panels to take advantage for the feed in tariffs.

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy. The Directorate will contribute to and support specific actions within the overall Strategy.

### **5.3 Risk Management**

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

### **5.4 Arrangements for managing Data Quality**

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

- Accurate:** For its intended purpose;
- Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- Reliable** By reflecting stable and consistent data collection processes;
- Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- Relevant** For the purpose intended;
- Complete** In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.

## **6.0 Organisational & Directorate structure**

The Council is committed to consistently managing the delivery of its services in the most cost efficient way that maximises the effectiveness of its available resources.

As a result of this continuing drive for efficiency as of April 2011 the Council has reduced the number of Directorates from four to three with an overall reduction in the number of departments to eleven.

The Council recognises the value of corporate working and that effective communication channels, both internally between Directorates and externally with partners, are a pre-requisite to success. It therefore has in place complementary arrangements at different organisational levels to ensure that the organisation works as an integrated and unified entity.

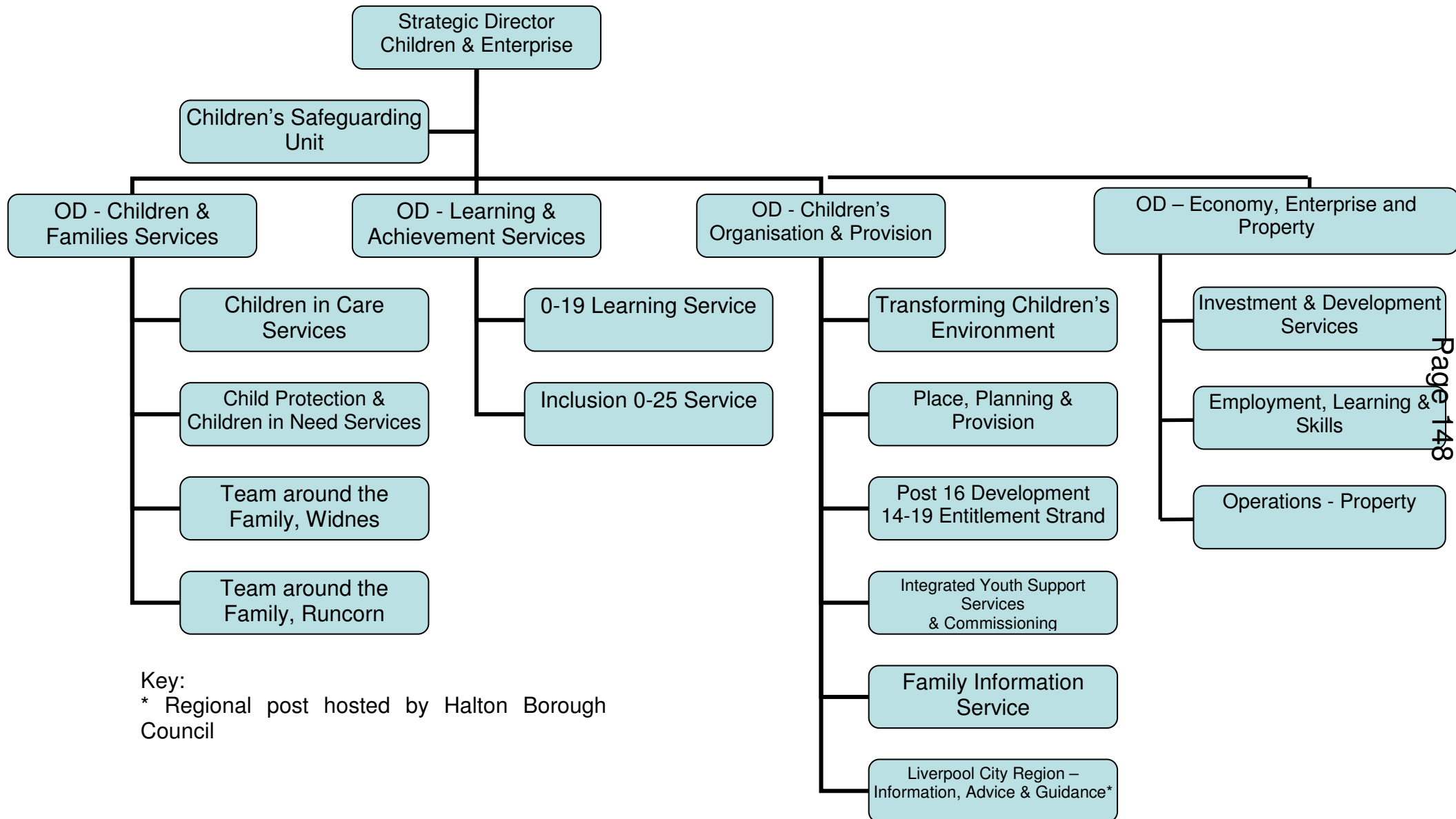
In support of this approach results-based matrix management practices, through for example project implementation groups, are used to bring together expertise and knowledge from across the organisation in order to optimise the response to community needs and aspirations.

Lead Officers are identified to drive and direct corporate initiatives to bring together elements of the Councils activities which, for the purposes of day to day management, may sit within all or any of the different Directorates.

Each of the Directorate Plans is aligned to and supports the delivery of one or more of the Councils six organisational and five partnership strategic priorities as detailed within the Corporate Plan and Sustainable Community Strategy respectively.

The chart overleaf provides an overview of those functions that fall within the new Children & Enterprise Directorate.

The Directorate structure is subject to change in preparation for the new financial year from April 2012. The latest draft structure is as follows:



Key:  
 \* Regional post hosted by Halton Borough Council

## **6.1 CHILDREN AND FAMILIES SERVICES**

This Department provides services to children and families from Universal to Complex Needs, as set out in Halton's Level of Need Framework. The services aim to support and protect children, ensuring that they are safe and have the opportunity to reach their potential. We aim, together with partners, to narrow the gap in outcomes for these most vulnerable children. For the majority of children this will be with their families, and we will provide services and support to families to achieve this. When this is not possible we provide services to ensure that children live somewhere that is safe, caring and appropriate to their needs.

The Department's main responsibilities are summarised in the work of the 3 divisions detailed below.

### **Children in Care & Care Leavers**

- Care Leavers services
- Recruitment, assessment and support for adoptive parents and foster carers
- Provision of Residential Care for Children
- Support to Children in Care to improve outcomes
- Inter-agency Working
- Assessing the needs of older Children in Need and vulnerable young people.

### **Children in Need & Child Protection**

- Assessing promptly the needs of children and families in need
- Planning and delivering integrated services for vulnerable children and families across the levels of need
- Crisis and emergency intervention in families
- Intensive support to families and carers
- Child Protection services,
- Targeted interventions with the most vulnerable children in need and their families
- Provision of short breaks for disabled children

### **Team around the Family – Early Help**

- Children's Centres - provision of the full core offer and extended services
- Integrated Working Support Teams
- Co-ordinated early targeted intervention based on CAF
- Parenting and family support across the levels of need
- Provision a range of accessible short breaks for disabled children
- Integrated services for Young Carers
- Family Intervention

## **6.2 LEARNING AND ACHIEVEMENT SERVICES**

The Department works in partnership with schools and settings to raise standards of attainment and achievement. This work is undertaken by a team of specialists who focus on for example the curriculum, attendance, inclusion and behaviour within the different phases of education. School Improvement Partners (SIPs) are also a key part of this Department. We work together with the other departments to achieve the best possible outcomes for all young people and to narrow the gap in outcomes for the most vulnerable young people.



The Department's main responsibilities are summarised in the detail below:

### **0-19 Learning**

- Early Years Foundation Stage and the Early Years Outcome Duties
- Quality assurance of the Early Years Foundation Stage
- Key Stage 1 and 2 standards of achievement and attainment
- Healthy Schools and PSHCE
- School and setting leadership and management
- Sports, the Arts and Music developments in schools and settings
- Intervention and support in schools and settings
- School Improvement Partners (SIPs)
- Safeguarding in schools
- Support and intervention in secondary schools
- Key Stage 3, 4 and 5 standards of achievement and attainment
- Key Stage 3 Pupil Referral Unit
- The 'Virtual Headteacher' role for vulnerable pupils
- Support the development of the Learning agenda within the Building Schools for the Future Programme leading to the raising of standards

### **0-25 Inclusion**

- Statutory assessments for pupils with Special Educational Needs (SEN)
- Behaviour and attendance
- Transition
- SEN service delivery for schools covering areas such as cognition and learning, visually impaired and hearing impaired
- Statutory duties covering all areas of SEN for young people to the age of 25
- Implementation and delivery of new resource base provision for schools

## **6.3 CHILDREN'S ORGANISATION AND PROVISION**

The Department will be responsible for the management, co-ordination and delivery of all capital programmes aimed at transforming Children's Environment including the Buildings Schools for the Future and Primary Capital. It leads and facilitates the strategic arrangements for joint commissioning of services to children, young people and their parents and carers within the Directorate, Statutory Partners, the Independent Sector, Voluntary and Community organisations. In addition it co-ordinates the effective delivery of youth support, community justice and sexual health service and manage the Liverpool City Region Information, Advice & Guidance contract.

The main responsibilities of each team are detailed below:

### **Transforming Children's Environment**

- Building Schools for the Future
- Local Education Partnership (LEP)
- Primary Capital Programme
- Children's Centres Capital
- Childcare
- Playbuilder
- Sufficiency & Suitability Childcare
- Condition
- Accessibility

- My Place
- Broader Projects

#### **Place Planning and Provision**

- Early Years Sufficiency.
- Child and pupil place planning (schools and other settings).
- School Transport.
- Services to schools and settings (SLAs).
- Information, support and guidance for schools and Children's Services settings.
- Educational visits.
- Health and Safety
- Technical Support
- Business Continuity/Critical Incident Support.
- Governor Support.

#### **Post 16 development and 14-19 entitlement strand**

- Pupil Referral Unit
- Key Stage 4 Engagement Service
- Education Business Partnership
- Duty to secure sufficient suitable education and training opportunities to meet the reasonable needs of all young people in Halton.
- Delivery against the six key priorities identified within the 14-19 Strategic Commissioning Statement 2012-13
- 14-19 Apprenticeship Strategy
- 14-19 NEET Strategy
- Improve participation and achievement of vulnerable groups
- Access to Independent, Advice and Guidance
- Plan for raising of the participation age

#### **Integrated Youth Support Services and Commissioning**

- Integrated planning and commissioning
- Joint Commissioning
- Effective delivery of Integrated Youth Support
- Deployment of youth support services
- Deployment of sexual health services including Teenage Pregnancy
- Substance Misuse.
- Alcohol Services.
- Anti Social Behaviour.
- Community Safety.
- Information, Advice and Guidance Services.
- Promoting Positive Activities.

#### **Liverpool City Region**

- Ensure the effective management of the Liverpool City Region Information, Advice & Guidance contract.

#### **6.4 CHILDREN'S SAFEGUARDING UNIT**

The Safeguarding Unit consists of lead officers for Safeguarding in Halton including Children's Services, the PCT, Education, and Police. This co located and virtual team strengthens multi agency working, making efficient use of knowledge and expertise across the CED and the Children's Trust.

Members of the Safeguarding Unit are responsible for identifying the themes and issues, which impact on the delivery of front line practice. Through scrutiny, challenge and support, the Unit will continuously enhance standards and good practice through quality assurance and professional development.

The Unit informs and is informed by national and local guidance as well as research, to positively enhance the delivery of front line services to vulnerable children and young people in Halton.

#### **Core Business of the Unit**

- Developing sector-led improvement through formalised partnership arrangements with Cheshire West & Chester
- Providing an Independent chairing service within the Child Protection and Children in Care systems and for those children in need identified as requiring services at level 3b.
- Independent review of Foster carers
- Responsibility for the management of allegations against adults who work with children, including the statutory role of Local Authority Designated Officer (LADO)
- Via the Halton Safeguarding Children Board manager, providing all the business support requirements for HSCB.
- Lead responsibility for the rigorous auditing of practice within Children & Families and Early Help multi-agency services.
- Lead role in multi-agency practice reviews.
- Supporting safeguarding practice in educational settings.
- To support engagement of the community in safeguarding.
- Multi agency support, challenge and scrutiny.

#### **6.5 ECONOMY, ENTERPRISE AND PROPERTY**

A key aim of the Department is to use the borough's regeneration projects and programmes to create an environment that is attractive to business, which leads to the creation of jobs and, in turn, will help to improve the quality of life of people living and working in Halton. The Department comprises the following divisions: -

##### **Investment and Development Services**

The work of the division includes bringing forward and implementing the borough's major physical development sites (including town centres, housing regeneration, watersides and brownfield land reclamation); managing the Council's property and strategic assets (property services), including Widnes Market Hall, coordinating and acting upon the borough's inward investment and business enquiries, encouraging and supporting businesses to expand; for example, providing advice and guidance on grant support, development and planning issues, transportation; improving the image of the borough's industrial areas; and helping businesses to become more competitive. The division also provides advice on funding opportunities as well as supporting the Council's representatives in European, Regional and sub-regional forums and committees.

##### **Employment Learning and Skills**

This division focuses on developing and delivering initiatives which create secure and safeguard jobs in the Borough. It hosts the Halton People Into Jobs (HPIJ) initiative.

This is a Halton Borough Council employment service which promotes local jobs for local people. HPIJ provides a comprehensive job brokering service for both employers and potential employees. The division also supports a wide range of self-employment and business start-up initiatives. The division is also sub-contracted to deliver the Government's Work Programme which is a scheme based on 'payment by results' where the division is rewarded financially for getting people who are receiving benefits into work.

This division also delivers a wide range of adult and family learning courses across the borough. It also leads the borough's Halton Employment Partnership which acts as a one stop shop for employer local job seeker recruitment needs, as well as sector led employment initiatives such as Construction Halton and Science Halton. Key areas of activity in the division are: - Adults and Community Learning – providing opportunities for adults to access a wide range of learning experiences within their local area; Skills For Life – improving literacy and numeracy skills amongst adults; Family Learning – which gives all family members an opportunity to learn with their children or learn about how they can further support their children.

### **Operations – Property**

The division exists to provide corporate support to all areas of the Council in relation to the management, maintenance and development of the Council's property portfolio and regeneration schemes.

The division is responsible for a number of areas of work, the primary function however is to ensure that the Authorities accommodation is fit for purpose, and meets the needs and expectations of members, officers and the public alike.

The Facilities Management section manages the maintenance, security, caretaking and cleaning to all corporate sites and provides a repairs and maintenance and cleaning buy back service to schools. In addition they play a significant role in carbon management and helping to reduce carbon emissions, they provide a building surveying service, and carry out a significant amount of construction related procurement.

The Capital Works section project manages all capital works from inception to completion on corporate building together with numerous projects on Education premises.

Recently along with colleagues in asset management, the division has supported the Mersey Gateway team in respect of the necessary site assembly and demolitions needed to deliver the Mersey Gateway project.

## 7.0 Resources

The Directorate faces a number of challenges in ensuring it has the resources available to support the delivery of its service objectives during a period of reducing financial resources. A number of functions, including finance, workforce, performance, policy development, support to the Children's Trust, management of information and administration have moved into the Resources Directorate. Whilst these changes should enable the Council to achieve the required efficiencies without impacting on the quality of service there are likely to be some impact during the transitional period.

### 7.1 BUDGET SUMMARY AND SERVICE COSTS

To be added once confirmed

### 7.2 HUMAN RESOURCE REQUIREMENTS

The Directorate employs approximately 700 staff, and together with school staff, are considered to be the Directorate's most valuable asset. The Directorate (and the Council as a whole) is committed to training and developing its staff and has a system of Employee Development Reviews twice a year to produce Personal Action Plans for each employee setting out future learning and development plans, and setting individual work based performance targets. These are complemented by more regular supervision which review progress with personal development and are one of the key processes by which performance and service outcomes are monitored.

Supervision is not just about getting the job done; it is also about investing time and energy in developing and motivating staff for the benefit of the individual and the organisation as a whole and ultimately the local community. Good supervision will result in well-trained and motivated staff who are clear about their role within the organisation and the tasks they need to achieve.

A major requirement for the Directorate will be the continuing implementation of the new Integrated Children's Workforce Strategy for Halton's Children's Trust. The key aim of the strategy is a workforce that is reformed, integrated and making the best contribution possible to Halton's Children & Young People's Plan.

### 7.3 ACCOMMODATION AND PROPERTY REQUIREMENTS

The accommodation requirements of the Directorate have been impacted upon by the efficiency programme and the establishment of the Centres of Excellence. The continued development and embedding of Team Around the Family services will further influence the Directorate's needs as the ambition is to establish community based accommodation providing front line access for all services through effectively utilising Children's Centres, GP practices and the secondary provision developed through the Building Schools for the Future programme.

As part of the Halton Borough Council Asset Management Strategy, staff within the Directorate based in Grosvenor House will be relocating in 2012 to Rutland House.

### 7.4 ICT REQUIREMENTS

The Directorate has an ICT Development Plan mapping out its ICT requirements and areas for development. There are number of major ICT projects that will be central to the development of the Directorate and act as enablers for service delivery.

**Carefirst 6/Electronic Social Care Record (ESCR)/Integrated Children's System (ICS)**

Implementation of Carefirst 6 collaboratively with ICT Services and the Adults and Community Directorate is critical in providing an effective ICT solution for Children's Social Care. There are statutory requirements relating to ICS and ESCR as well as the benefits the system will provide in terms of operational efficiency. The process will require new ICT infrastructure, scanning and new working arrangements. Implementation of Carefirst 6 continues and will be completed over the next 12 months. The delivery of IT enhances support and frontline practice.

**Synergy CYP Database**

This database allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. Wider access to Duty Desk, School Health and PCT Teams will help to better inform practitioners. .

**Synergy Connect - Children Centre Management of Information System**

Synergy Connect is a flexible, web based database allowing development of its components depending on the service provider's engagement or to tie in with local or national requirements. Together with the CYP Database, once in place it will enable the exchange of information on the regular basis. The system has been used to record data from health personnel to enable integrated reporting of performance

**Schools Information Management System/Virtual Learning Environment Support Service**

The Directorate provides a support service to schools for the Virtual Learning Platform and the Schools Information Management System (SIMS). A new centralised server is being procured to house the SIMS software within the Local Authority data centre and will allow all schools to link into the database via a secure and fast dedicated line.

## 8.0 Business planning

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior

Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



### 8.1 PERFORMANCE REPORTING

It is imperative that the Council and interested members of the public can keep track of how the Council and its departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result departmental progress will be monitored through:

- The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
- Provision of Quarterly progress reports to Corporate and Directorate Management Teams;
- The inclusion of Quarterly monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.
- Publication of Quarterly monitoring reports on the Council's intranet site.

In demonstrating its commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and its associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## Appendix A: Departmental Service Objectives & Performance Indicators

### 1. CHILDREN AND FAMILIES SERVICES

Corporate Priority:	Children and Young People					
Service Objective:	CFS1: Recruit and retain Children's Social Care Managers to deliver the necessary level of scrutiny and management oversight to ensure effective care planning					
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Evaluate the impact of the management trainee programme for aspiring managers, with the aim of increasing candidates by September 2012</li> </ul>					
	<ul style="list-style-type: none"> <li>Review terms and conditions to ensure Halton's offer is competitive by June 2012</li> </ul>					
Risk Assessment:	Initial		Responsible		Linked	
	Residual		Officer		Indicators	

Corporate Priority:	Children and Young People					
Service Objective:	CFS2: Improve outcomes for children and families through embedding integrated processes to deliver Early Help and Support					
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Specify and implement the Early Help Statement in line with the guidance published in response to the Munro Review of Child Protection (date to be advised once published)</li> </ul>					
	<ul style="list-style-type: none"> <li>Implement the new Team Around the Family structure by June 2012</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure that the Team Around the Family workforce have a set of core competencies to work with families with multiple problems</li> </ul>					
	<ul style="list-style-type: none"> <li>Develop opportunities to integrate and co-locate teams by partner agencies by March 2013</li> </ul>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Continue to ensure that the Team Around the Family workforce have a set of core competencies to</li> </ul>					



	work with families with multiple problems				
	<ul style="list-style-type: none"> <li>Further develop opportunities to integrate and co-locate teams by partner agencies by March 2014</li> </ul>				
Risk Assessment:	Initial		Responsible Officer	Emma Taylor	Linked Indicators
	Residual				

<b>Corporate Priority:</b>	Children and Young People				
<b>Service Objective:</b>	CFS3: Ensure that the changes required by the Munro Review of Child Protection to practice improves outcomes for children and families				
<b>Key Milestones (12-13)</b>	<ul style="list-style-type: none"> <li>Implement the new single social work assessment in line with the deadline required (date to be advised once published)</li> </ul>				
	<ul style="list-style-type: none"> <li>Effectively implement the new Framework for the Assessment of Children in Need and the changes to Working Together to Safeguard Children (date to be advised once published)</li> </ul>				
Risk Assessment:	Initial		Responsible Officer	Vicky Buchanan	Linked Indicators
	Residual				

<b>Corporate Priority:</b>	Children and Young People				
<b>Service Objective:</b>	CFS4: Improve outcomes for Children in Care and Care Leavers				
<b>Key Milestones (12-13)</b>	<ul style="list-style-type: none"> <li>Implement the revised Children in Care and Care Leaver pathways by September 2012</li> </ul>				
	<ul style="list-style-type: none"> <li>Implement the action plan from the multi-agency Children in Care strategy (2011-14) by March 2013</li> </ul>				
<b>Key Milestones (13-14)</b>	<ul style="list-style-type: none"> <li>Continue to implement the appropriate action plan from the multi-agency Children in Care strategy (2011-14) by March 2014</li> </ul>				
Risk Assessment:	Initial		Responsible Officer	Chris Taylor	Linked Indicators
	Residual				

## Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
CFS LI01	Number of Children in Need plans independently reviewed	New indicator	New indicator		140	140	140
CFS LI02	Single Social Work Assessment – measure to be defined once guidance published						
CFS LI03	Number of multi-agency interventions (CAF) which are in place and operating for Level 2/3 cases	New indicator	New indicator		250	250	250
CFS LI07 SCS	Percentage of referrals to social care that had been subject to CAF in the previous 12 months	New indicator	15%		30%	40%	45%
LPI01 CYP	Percentage gap between Children in Care attainment at KS2 and their peers	New indicator	N/A	37%	<i>Due to small cohorts and statistical variation, targets are not meaningful. An analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i>		
LPI02 CYP	Percentage gap between Children in Care attainment at 5+ GCSE's grades A*-C including English and Maths and their peers	New indicator	N/A	39%			
LPI03 CYP SCS	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	New indicator	N/A	83%			
NI 058	Emotional and behavioural health of Children in Care: average SDQ score	12.4	16		14	14	14
NI 061	Timeliness of placements for Children in Care for adoption following an agency decision that the child should be placed for adoption	54.5%	N/A		<i>Due to small cohorts and statistical variation, targets are not meaningful. An analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i>		
NI 062	Stability of placements of Children in Care: number of moves	7.9%	7.7%		7.6%	7.5%	7.4%
NI 063	Stability of placements of Children in Care: length of placement	87%	90%		80%	80%	80%
NI 064	Child Protection Plans lasting 2 years or more	0%	0%		0%	0%	0%
NI 065	Children subject to a child protection plan for a second or subsequent time	12.2%	10%		10%	10%	10%
NI 066	Children in Care cases are reviewed within timescale	100%	100%		100%	100%	100%

					Targets		
NI 067	Child Protection cases are reviewed within timescale	100%	100%		100%	100%	100%
NI 147	Care Leavers in suitable accommodation at 19	88.9%	90%		90%	90%	90%
NI 148	Care Leavers in Employment, Education or Training at 19	88.9%	75%		75%	75%	75%

## 2. LEARNING AND ACHIEVEMENT SERVICES

Corporate Priority:	Children and Young People
Service Objective:	LAS1: To increase the percentage of schools and EY settings where Ofsted judge overall effectiveness to be good or better
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Review the performance of all schools and EY provision with a specific focus on those currently graded as satisfactory. Identify actions, including levels or support and intervention, required to improve inspection outcomes by July 2012</li> <li>Evaluate the outcomes of all inspections and through the School Development Panel and Early Years Development Plan, ensure that learning resulting from the inspection process is effectively shared with schools and settings</li> <li>Review the alerts and triggers criteria to ensure that they align with the current floor standards and use to support the categorisation of all schools</li> <li>Support schools in their understanding of the new Ofsted inspection framework including key changes and implications</li> <li>Complete data analysis for all schools to align the appropriate support for all schools through the school improvement cycle by December 2012</li> <li>Categorise settings and ensure that services are aligned to improve standards in EYFS by March 2013</li> <li>Complete FSP data analysis at ward level, to identify multi agency links; training and interventions that can be planned through Children's Centre and Early Years support by December 2012</li> </ul>

Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Review the performance of all schools and EY provision with a specific focus on those currently graded as satisfactory. Identify actions, including levels of support and intervention, required to improve inspection outcomes by July 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Evaluate the outcomes of all inspections and through the School Development Panel and Early Years Strategic and Operational groups, ensure that learning resulting from the inspection process is effectively shared with schools and settings</li> </ul>					
	<ul style="list-style-type: none"> <li>Review the alerts and triggers criteria to ensure that they align with the current floor standards and use to support the categorisation of all schools</li> </ul>					
	<ul style="list-style-type: none"> <li>Complete data analysis for all schools to align the appropriate support for all schools through the school improvement cycle by December 2013</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Review the performance of all schools and EY provision with a specific focus on those currently graded as satisfactory. Identify actions, including levels of support and intervention, required to improve inspection outcomes by July 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Evaluate the outcomes of all inspections and through the School Development Panel and Early Years Development Plan, ensure that learning resulting from the inspection process is effectively shared with schools and settings</li> </ul>					
	<ul style="list-style-type: none"> <li>Review the alerts and triggers criteria to ensure that they align with the current floor standards and use to support the categorisation of all schools</li> </ul>					
	<ul style="list-style-type: none"> <li>Complete data analysis for all schools to align the appropriate support for all schools through the school improvement cycle by December 2014</li> </ul>					
Risk Assessment:	Initial		Responsible Officer	Gill Bennett	Linked Indicators	NI072, NI092, SCSCYP09, CPCYP01, CPCYP02, CPCYP03, LAS L101, LAS L102, COPSLI01, COPS LI02,
	Residual					
Corporate Priority:	Children and Young People					
Service Objective:	LAS2: Increase GCSE attainment for 5 or more A*-C including English and Maths					

Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2012</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure appropriate deployment of retained School Improvement officers to support identified schools</li> </ul>					
	<ul style="list-style-type: none"> <li>Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure appropriate deployment of retained School Improvement officers to support identified schools</li> </ul>					
	<ul style="list-style-type: none"> <li>Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure appropriate deployment of retained School Improvement officers to support identified schools</li> </ul>					
	<ul style="list-style-type: none"> <li>Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>					
Risk Assessment:	Initial		Responsible Officer	Gill Bennett	Linked Indicators	NI075, NI102, NI073, CPCYP04, CPCYP06, CPCYP07, CPCYP08, CPCYP09
	Residual					

Corporate Priority:	Children and Young People
Service Objective:	LAS3: Narrow the gap in attainment between vulnerable groups and their peers through early identification of need
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Conduct data analysis for children in care and with schools to ensure that action plans for individual pupils are in place by September 2012</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2012</li> </ul>
	<ul style="list-style-type: none"> <li>Commission a Review of Autism Provision in Halton through the National Autistic Society by October 2012. Consider the recommendations of the Review and implement an appropriate action plan</li> </ul>

	<ul style="list-style-type: none"> <li>Analysis of Ofsted inspections in relation to Leadership particularly safeguarding practice to inform sharing of practice with schools</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure the support for vulnerable two year olds is appropriate within EYFS settings</li> </ul>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Conduct data analysis for children in care and with schools to ensure that action plans for individual pupils are in place by September 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2013</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Conduct data analysis for children in care and with schools to ensure that action plans for individual pupils are in place by September 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2014</li> </ul>					
Risk Assessment:	Initial		Responsible Officer	Jennifer John	Linked Indicators	NI104, NI105, SCSCYP12, SCSCYP17, CPCYP05, LASL103, LASL104, COPL104
	Residual					

### Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
NI075 SCS CYP03	Proportion achieving 5+ GCSE A*-C including English and Maths	50%	54%	56%	55.5%	56.0%	56.5%
SCS CYP09	Percentage of educational settings with overall effectiveness Good or Outstanding	83%	n/a		84.0%	84.5%	85.0%
LAS LI101	Percentage of primary schools inspected in the period graded good or better	New indicator	100%		100%	100%	100%
LAS LI102	Percentage of secondary schools inspected in the period graded good or better	New indicator	100%		100%	100%	100%
CPCYP01	Percentage of primary schools in Halton with latest inspection graded good or better	80%	85%		85%	85%	85%

					Targets		
CPCYP02	Percentage of secondary schools in Halton with latest inspection graded good or better	60%	67%		83%	85%	85%
CPCYP03	Percentage of primary schools below the floor standard (60% achieving L4+ English and Maths at KS2)	New Indicator	6%	18%	3%	0%	0%
CPCYP04	Percentage of secondary schools below the floor standard (35% achieving 5+ GCSE's A*-C including English and Maths)	New Indicator	0%	0%	0%	0%	0%
NI102 (a) SCS CYP10	Achievement gap at Key Stage 2 English and Maths FSM and peers	15.2%	12%	20.6%	12.0%	11.5%	11.5%
NI102 (b) SCS CYP11	Achievement gap at Key Stage 4 FSM and peers	28%	26%	28.3%	24.0%	23.0%	22.0%
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths	50%	35%	52% (Unvalidated)	33%		
NI105	SEN/Non-SEN achievement gap at GCSE 5+ A*-C including English and Maths	46.0% (2009/10)	28%	48.1% (2010/11 Unvalidated)	27%		
LAS LI103	Percentage gap between Children in Care attainment at Key Stage 2 and their peers	New indicator	N/A	37%	Due to small cohorts and statistical variation targets are not meaningful. Performance direction is to reduce the gap, however analysis of the small cohort is to be conducted on an individual basis for these children to underpin resulting performance.		
LAS LI104	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers	New indicator	N/A	39%			
SCSCYP1 7	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	New indicator	N/A	83% (KS2)			
NI072 SCS CYP01	Early Years Foundation Stage Attainment	50%	54%	48.3%	56%	Framework will be changing and therefore future targets will be set once framework released.	
NI092	Early Years Foundation Stage Gap in achievement	29.4%	27%	29.9%	26.5%		
SCS CYP12	Over identification of Special Educational Needs at School Action and School Action Plus	22.6%	21.4%		20.2%	19.0%	18.0%

					Targets		
CPCYP05	The percentage of children with Statements of Special Educational Needs or receiving enhanced provision achieving two levels progress	New indicator	N/A		New measure awaiting baseline figure to set target		
NI073 SCS CYP0	Proportion achieving level 4 Key Stage 2 English and Maths	77%	80%	77%	81%	81%	81.5%
CPCYP06	Increase the percentage of children who achieve 2 levels of progress in English at KS2	85.6%	86.0%		86%	86.5%	86.5%
CPCYP07	Increase the percentage of children who achieve 2 levels of progress in Maths at KS2	85.7%	86.0%		86.5%	86.5%	86.5%
CPCYP08	Increase the percentage of pupils making at least expected progress in English from KS2 to KS4	63.0%	64.0%		68.5%	70.0%	70.0%
CPCYP09	Increase the percentage of pupils making at least expected progress in Maths from KS2 to KS4	61.0%	62.0%		64.0%	64.0%	64.0%

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
NI093	Progress by 2 levels at KS2 English	85.6%	86%	86%	88%	88%	88%
NI094	Progress by 2 levels at KS2 Maths	85.7%	86%	86%	89%	89%	89%
NI103 (a)	Statements of SEN issued within 6 weeks (including/excluding exceptions)	66%	100%		100%		
NI103 (b)	All Statements issued within 26 Weeks including Exceptions	77%	100%		100%		
NI087	Secondary School persistent absence rate	4.6%	8%				
NI114	Rate of permanent exclusions from school	0.11%	0.35%		0.35%	0.35%	0.35%



### 3. CHILDREN'S ORGANISATION & PROVISION

Corporate Priority:	Children and Young People					
Service Objective:	COPS1: Ensure Early Years provision for children is sufficient, sustainable and of appropriate quality					
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2012, and implement the action plan to ensure sufficient provision in all areas and age groups</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure sufficiency to cover the extension of support to vulnerable 2 year olds by April 2012</li> </ul>					
	<ul style="list-style-type: none"> <li>Review and improve the quality of childcare provision, in particular childminders by August 2012</li> </ul>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2012, and implement the action plan to ensure sufficient provision in all areas and age groups</li> </ul>					
	<ul style="list-style-type: none"> <li>Review and improve the quality of childcare provision, in particular childminders by August 2013</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2012, and implement the action plan to ensure sufficient provision in all areas and age groups</li> </ul>					
	<ul style="list-style-type: none"> <li>Review and improve the quality of childcare provision, in particular childminders by August 2014</li> </ul>					
Risk Assessment:	Initial		Responsible Officer	Martin West	Linked Indicators	
	Residual					

Corporate Priority:	Children and Young People					
Service Objective:	COPS2: Ensure school and post-16 provision is sufficient, sustainable and of appropriate quality					
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact on current school sufficiency and sustainability through the</li> </ul>					

	development of Academies and Free Schools by March 2013				
	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact of the six key priorities contained within the 14-19 Strategic Commissioning Statement 2012-13 by July 2012</li> </ul>				
	<ul style="list-style-type: none"> <li>Monitor and evaluate the arrangements of Information, Advice and Guidance due to changes in Local Authority statutory responsibilities, with particular focus on the impact on NEET (not in education, employment or training) by March 2013</li> </ul>				
	<ul style="list-style-type: none"> <li>Monitor the effectiveness of the NEET action plan in reducing NEET by March 2013</li> </ul>				
	<ul style="list-style-type: none"> <li>Progress the actions identified in the Ofsted action plan for The Gateway by March 2013</li> </ul>				
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>				
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact on current school sufficiency and sustainability through the development of Academies and Free Schools by March 2014</li> </ul>				
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>				
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact on current school sufficiency and sustainability through the development of Academies and Free Schools by March 2015</li> </ul>				
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>				
Risk Assessment:	Initial		Responsible Officer	Simon Clough & Katrina Hall	Linked Indicators
	Residual				

<b>Corporate Priority:</b>	Children and Young People
<b>Service Objective:</b>	COPS3: Improve outcomes for children and young people through effective joint commissioning, with emphasis on our most vulnerable children and young people
<b>Key Milestones (12-13)</b>	<ul style="list-style-type: none"> <li>Strengthen the understanding and links with colleagues in Health to ensure effective commissioning by March 2013</li> </ul>

	<ul style="list-style-type: none"> <li>Specify and implement uniform principles of Commissioning across the Directorate</li> </ul>				
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Strengthen the understanding and links with colleagues in Health to ensure effective commissioning by March 2014</li> </ul>				
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Strengthen the understanding and links with colleagues in Health to ensure effective commissioning by March 2015</li> </ul>				
Risk Assessment:	Initial		Responsible Officer	Simon Clough	Linked Indicators
	Residual				

Corporate Priority:	Children and Young People				
Service Objective:	COPS4: Improve outcomes for children and young people through integrated and targeted youth support				
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Ensure the effective transition in youth service to the new Universal provider (name to be inserted when confirmed in January 2012) from April 2012 to March 2013</li> </ul>				
	<ul style="list-style-type: none"> <li>Ensure the effective transition in youth service to the new Targeted provider (name to be inserted when confirmed in January 2012) from April 2012 to March 2013</li> </ul>				
	<ul style="list-style-type: none"> <li>Ensure the effective transition in youth service to the new Specialist provider (name to be inserted when confirmed in January 2012) from April 2012 to March 2013</li> </ul>				
Risk Assessment:	Initial		Responsible Officer	Lorraine Crane	Linked Indicators
	Residual				

## Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
COP Llo1	Percentage of Childminders graded as good or better of those inspected in the period	New indicator	65%		65%	65%	65%
COP Llo2	Percentage of non-domestic childcare graded as good or better of those inspected in the period	New indicator	100%		100%	100%	100%
COP Llo3	Percentage of Sixth Form Schools graded as good or better of those inspected in the period	New indicator	100%		100%	100%	100%
COP Llo4	Take up of Early Years Entitlement for vulnerable 2 year olds	New indicator	70 FTE each term				
NI 117 SCS	Percentage of 16-18 year olds not in education, employment or training	10.2%	10.5%		9.5%	9.5%	8.5%
NI 079	Achievement of Level 2 qualification at 19	74.8% (09/10)	68%		75%	77%	79%
NI 080 SCS	Achievement of Level 3 qualification at 19	42.3% (09/10)	44%		45%	50%	52%
SCS CYP 13	Percentage of young people progressing to Higher Education	New indicator	24%		25%	25%	25%
NI 081	Inequality gap in achievement at Level 3 by the age of 19	21% (09/10)	14%		11%	11%	10%
NI 082	Inequality gap in achievement at Level 2 by the age of 19	22% (09/10)	21%		20%	19%	18%
COP Llo5	Under 18 conception rate, reduction in conceptions from 2009 baseline (140 conceptions)	New indicator	-2				
NI 112 adjusted SCS	Under 18 conception rate, percentage change from 2009 baseline (58.9 rolling quarterly average)	58.9 Rolling quarterly average	58.1 Rolling quarterly average		57.1 Rolling quarterly average	57.1 Rolling quarterly average	57.1 Rolling quarterly average

					Targets		
SCS CYP 07	Rate of CYP admitted to hospital for substance misuse from 2010/11 (1277 baseline) (5% reduction each year)	New indicator	1213		1149	1086	1023
SCS SH 04	Reduce the number of Young People who repeatedly run away in Halton	18 young people, 465 episodes	17 young people, 428 episodes		To continue to reduce the number of repeats. To be determined with new Pan Cheshire Provider		

#### 4. ECONOMY, ENTERPRISE & PROPERTY

Corporate Priority:	Effectiveness and Efficiency						
Service Objective:	EEP1: Strategically manage and maintain the Council's assets in order to provide a sustainable flow of income and capital receipts as well as ensure that they are safe and fit for purpose						
Key Milestones (12-13)	• Market the Lakeside and Canalside development sites in July 2012						
	• Review accommodation in light of budget decisions by July 2012						
	• Commence the development of Mossbank Park by March 2013						
	• Identify further property to be considered for sales and implement asset disposals by March 2013						
Key Milestones (13-14)	• Review accommodation in light of budget decisions by July 2013						
	• Identify further property to be considered for sales and implement asset disposals by March 2014						
Key Milestones (14-15)	• Review accommodation in light of budget decisions by July 2014						
	• Identify further property to be considered for sales and implement asset disposals by March 2015						
Risk Assessment:	Initial		Responsible Officer		Linked Indicators		
	Residual						

Corporate Priority:	Halton's Urban Renewal
Service Objective:	EEP2: Deliver a comprehensive development and investment service
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>Finalise the 'Vikings and the Economy' Action Plan by September 2012</li> </ul>
	<ul style="list-style-type: none"> <li>Support Halton's key strategic priorities through bid-writing for large-scale bids by March 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Develop targeted training sessions to support the third sector with bid writing by March 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Ballot all businesses in the BID programme (Astmoor and Halebank) regarding a further five years of the programme by December 2012</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain a comprehensive database of all commercial by March 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate the Mersey Gateway acquisition and business relocation programme by March 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver the BID Year 5 action plan by March 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Complete construction of the Castlefields Village Square by April 2012</li> </ul>
	<ul style="list-style-type: none"> <li>Agree the restoration strategy for St Michaels Golf Course and commence Phase 2 by July 2012</li> </ul>
	<ul style="list-style-type: none"> <li>Work with developer to secure planning permissions on Mossbank by December 2012</li> </ul>
	<ul style="list-style-type: none"> <li>Agree with Government (Business Innovation and Skills) future strategy for the Bayer site by March 2013</li> </ul>
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Complete the second phase of warehouse development on Stobart land and the improvements to Foundry Lane access by March 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain a comprehensive database of all commercial by March 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate the Mersey Gateway acquisition and business relocation programme by March 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver the BID Year 1 action plan by March 2014</li> </ul>
	<ul style="list-style-type: none"> <li>Commence the implementation of Runcorn Town Centre Action Plan phase 2 by March 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Commence the Widnes Shopping Park phase 2 July 2013</li> </ul>
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Finalise the 'Bridge Tourism' Action Plan by September 2013</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain a comprehensive database of all commercial land and property by March 2015</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver the BID Year 2 action plan by March 2015</li> </ul>

	<ul style="list-style-type: none"> <li>• Actions from Mersey Gateway Regeneration Strategy to be identified</li> </ul>					
Risk Assessment:	Initial		Responsible Officer		Linked Indicators	
	Residual					
Corporate Priority:	Employment, Learning & Skills					
Service Objective:	EEP3: Deliver a comprehensive employment, learning and skills service					
Key Milestones (12-13)	<ul style="list-style-type: none"> <li>• Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract</li> </ul>					
	<ul style="list-style-type: none"> <li>• Ensure that all monthly reviews of performance of the Work Programme contract are undertaken</li> </ul>					
	<ul style="list-style-type: none"> <li>• Deliver the appropriate 170 Skills for Life courses across the three terms</li> </ul>					
	<ul style="list-style-type: none"> <li>• Implement new structure for the Division by April 2012</li> </ul>					
	<ul style="list-style-type: none"> <li>• Support staff through full staff development sessions (April, July, December)</li> </ul>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>• Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract</li> </ul>					
	<ul style="list-style-type: none"> <li>• Ensure that all monthly reviews of performance of the Work Programme contract are undertaken</li> </ul>					
	<ul style="list-style-type: none"> <li>• Deliver the appropriate 170 Skills for Life courses across the three terms</li> </ul>					
	<ul style="list-style-type: none"> <li>• Support staff through full staff development sessions (April, July, December)</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>• Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract</li> </ul>					
	<ul style="list-style-type: none"> <li>• Ensure that all monthly reviews of performance of the Work Programme contract are undertaken</li> </ul>					
	<ul style="list-style-type: none"> <li>• Deliver the appropriate 170 Skills for Life courses across the three terms</li> </ul>					
	<ul style="list-style-type: none"> <li>• Support staff through full staff development sessions (April, July, December)</li> </ul>					
Risk Assessment:	Initial		Responsible Officer	Siobhan	Linked Indicators	
	Residual			Saunders		

## Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
DIS LI01	Occupancy of HBC industrial units	81%	85%		85%	85%	90%
DIS LI02	Occupancy of Widnes Market Hall	85.5% (baseline at 30/06/11)	85%		90%	95%	95%
DIS LI05	Number of investment enquiries per annum	162	180		180	200	250
DIS LI06	Inward investment enquiry conversion rate percentage	14.8	9		10	10	10
DIS LI07	Contribution to jobs created as a result of the services being provided (departmental) – GC working on how collected departmentally to confirm this is appropriate measure	244	350		400	500	500
ELS LI05	The number of new apprenticeships created in the borough (16-18)	422	450		470	490	500
ELS LI06	The number of new apprenticeships created in the borough (19+)						
ELS LI01	Number of enrolments on Employment and Learning Courses (for the academic year)	3763	3450		2850	2850	2850
ELS LI02	Number of adults accessing HBC services achieving a Skills for Life qualification in numeracy/literacy	New measure	N/A		250	150	150
ELS LI03	Number of starts on DWP Work Programme	n/a	1557		454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)
ELS LI04	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period)	New measure	N/A		20	25	30
ELS LI15	Number of new business start-ups in the borough	148	90		45	55	65



					Targets		
NI185 /NI194 replace ment	New Greenhouse gas (GHG) emissions indicator	25,817 tonnes CO <sub>2</sub> e	25,558 tonnes CO <sub>2</sub> e		25,175 tonnes CO <sub>2</sub> e	24,797 tonnes CO <sub>2</sub> e	24,425 tonnes CO <sub>2</sub> e
PYS LI01	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to Disabled people	83%	86%		86%	86%	86%
SCS ELSo1	Increase the number of active enterprises within the Borough	2675	2675		2675	2700	2750
SCS ELSo2	Increase the proportion of business diversity in the following sectors: Knowledge Economy, Superport, Low carbon/green, Visitor economy	22% (2010)	23% (2011)		24%	25.5%	27%
SCS ELSo3	Increase the number of people classed as self-employed	5.6%	6%		6.5%	7%	7.5%
SCS ELSo4	Reduce the proportion of people with no qualifications	12.8%	12%		12%	11.5%	11.5%
SCS ELSo5 Revised NI165	Increase the percentage of people achieving NVQ Level 4 and above	21.3%	22%		23.5%	24%	25%
SCS ELSo7 NI152	Reduce the percentage of people registered unemployed and seeking employment (JSA Claimants)	5.5%	5.5%		5.2%	4.8%	4.4%
SCS ELSo8	Reduce the percentage of the working age population claiming out of work benefits	18.9%	18.9%		18%	17%	16.5%
SCS ELSo9 NI166	Increase the gross weekly earnings by residents	£443.60	n/a		To close the gap with NW average		



**Communities  
Directorate**

**DIRECTORATE PLAN**

**April 2012 to March 2015**

<b>CONTENTS</b>	<b>Page</b>
<b>Foreword</b>	3
<b>Introduction</b>	4
<b>Key Messages</b>	5
<ul style="list-style-type: none"> <li>• Overall Directorate Strategic Direction</li> <li>• Strategic challenges facing the Directorate</li> </ul>	5 5
<b>Factors Affecting the Directorate</b>	12
<b>Organisational Initiatives</b>	19
<ul style="list-style-type: none"> <li>• Equality, Diversity &amp; Community Cohesion</li> <li>• Environmental Sustainability</li> <li>• Data Quality</li> </ul>	19 20 21
<b>Organisational &amp; Directorate Structure</b>	22
<ul style="list-style-type: none"> <li>• Community and Environment Services</li> <li>• Commissioning and Complex Care Services</li> <li>• Prevention and Assessment</li> </ul>	24 25 25
<b>Resources</b>	26
<ul style="list-style-type: none"> <li>• Budgets</li> <li>• Efficiencies</li> <li>• Human Resources</li> <li>• ICT Requirements</li> <li>• Property Requirements</li> </ul>	26 26 26 26 27
<b>Business Planning</b>	28
<b>Appendices</b>	
1. Departmental Service Objectives/Milestones and Performance Indicators	
2. National Policy Guidance/Drivers	
3. Financial Allocations 2012 – 2013	

## 1.0 FOREWORD

The Communities Directorate Business Plan provides a clear framework by which our performance can be judged. It is a way of showing how the services it provides directly or commissions from other agencies meets the needs of local residents.

In these difficult times of reduced resources and on-going efficiencies the Directorate continues to make good progress and achievements, with the robust support of elected Members, staff, the wider Council and our partner organisations.

The new services that transferred over from the Environment and Economy Directorate last year have now embedded well into the Directorate.

2012/13 will be an exciting year for sport and our Directorate is proud to be involved with the Olympic Flame passing through the borough on its way to the main event in London. The Stobart Stadium is bidding to be a host stadium to one of the teams for the 2013 Rugby League World Cup which would bring a considerable amount of publicity into the borough.

The Directorate's vision continues to be: -

*"To promote effective, affordable, quality services that are accessible, equitable, timely and responsive and to enable individuals and groups in Halton to make informed choices."*

There are some significant challenges and changes ahead, including the impact of the Adult Social Care White Paper due out in the Spring, and the transfer of public health to the Directorate over the coming year. Even in these difficult times with reduced resources, I believe we are well placed to address these challenges and only improve the excellent standards of service our Directorate provides.



A handwritten signature in blue ink that reads "Dwayne Johnson". The signature is stylized and includes a horizontal line extending to the right.

Dwayne Johnson  
Strategic Director, Communities Directorate

## 2.0 INTRODUCTION

Business planning and performance management are key tools by which public sector organisations are expected to ensure their services, and those they commission, are meeting the needs of the population they serve efficiently and effectively. In our Directorate, they underpin the ideology of the Department of Health, Audit Commission and the Care Quality Commission in their inspections, reports and guidance to Local Authorities on the most appropriate way to manage business.

Business planning is the process of developing the blueprint for the ongoing performance management of the Directorate and, without good business planning, the preparation needed to manage performance is missing. Without ongoing performance management, principles, strategies and plans developed through business planning will not be implemented and will have no impact upon actual activities of the Directorate, or on outcomes for service users and carers.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. Its overall aims are to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users and carers.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively.

The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- The Borough Council's Corporate Plan 2011 - 2016;

These plans/strategies commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Adults and Community Directorate's elements of those commitments within the context of the Government's overall agenda for local Government. The achievement of these elements continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train staff who are able to meet the challenges of the future. None of this is straightforward. However, this does not diminish the Directorate's determination to deliver improved outcomes for our service users and carers. It makes it even more of a challenge, but one which we will seek to tackle as effectively as possible through partnership with other agencies and corporate working across the Borough Council.

### 3.0 KEY MESSAGES

#### Overall Directorate Strategic Direction

The Council and its partners have re-affirmed the direction within the Council's Corporate Plan and the Sustainable Community Strategy for Halton, and the general strategic direction and priorities are clearly articulated. In this context, the Directorate's strategic direction becomes clearer and, at a macro level, would include the following:-

- Community Leadership Role;
- Commissioning;
- Empowering and brokering of services;
- Providing direct services;
- Regulatory functions; and
- Promotion and prevention roles.

#### Strategic priorities and challenges facing the Directorate

Based upon the National, Regional and local picture there are a number of key strategic priorities and challenges, which the Directorate must consider. Priorities from the Safer and Health Policy and Performance Board were identified as:

- Integration of Public Health
- Review of Homelessness
- Care Closer to Home
- Safeguarding/Dignity
- Community Safety Team
- Domestic Violence Services

More detail on these areas can be found below. The following list is not exhaustive.

- In 2010, the Government published its proposals on the future of **Public Health** in the form of a White Paper. The Public Health White Paper 'Healthy Lives, Healthy People' stipulates a strengthened focus on public health. It places new public health responsibilities and resources in local government. A ring-fenced grant will be made available to Local Authorities. It commits to tackling health inequalities and establishes an integrated new service in Public Health England (PHE).
- Health Visiting and Child development 0-5 years services will be transferred to the Local Authority in 2015.

Following Executive Board approval an integrated Halton approach for Public Health has been agreed. Halton will have its own dedicated Director of Public Health and Health Improvement Service. This approach will ensure a Halton focus and offers the opportunity to integrate with a range of Council services thus yielding efficiencies and providing a more holistic service.

- **Local Health Watch** – From October 2012 HealthWatch will be the independent consumer champion for the public – locally and nationally – to promote better outcomes in health for all and in social care for adults. Locally, it will also provide information and advice to help people access and make choices about services as well as helping people access and make choices about services as well as helping people to access independent complaints advocacy to support people if they need help to complain about NHS services.
- The **NHS White Paper Equity and Excellence "Liberating the NHS"** published on 12<sup>th</sup> July 2010 developed a number of proposals.

As part of these proposals the Government announced that statutory Health & Wellbeing Boards would be established in every upper tier local authority, operating in shadow form by April 2012 with full implementation anticipated in April 2013. The Boards will have the following main functions: -

- To assess the needs of the local population and lead statutory Joint Strategic Needs Assessments.
- Promote integration and partnership across areas including through promoting joined up commissioning plans across the NHS, Social Care and Public Health and to publish a Joint Health and Well-being Strategy.
- To support joint commissioning and pooled budget arrangements where all parties agree this makes sense.

In Halton a Health and Wellbeing Board has been established and will operate in Shadow form from December 2011. A review will be undertaken 12 months after its commencement.

- The **Joint Strategic Needs Assessment** (JSNA) Health & Well-being forms the basis of a duty for the PCT and Local Authorities to co-operate in order to develop a whole health and social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs.
- In terms of **Safeguarding**, local agencies have worked effectively together within the overall framework of applicable legislation, national policy and good practice guidance, to provide the Safeguarding Adults service. The Council has co-ordinated the multi-agency arrangements through the structure provided by the Safeguarding Adults Board (SAB) and its sub-groups. The service has worked to safeguard adults whose circumstances make them vulnerable to abuse, by taking steps to prevent abuse and by ensuring an effective response when abuse is alleged or disclosed.

Links between the Safeguarding Adults service and related service areas have been maintained and strengthened, including Dignity, Safeguarding Children, Domestic Abuse and Hate Crime.

The Care Quality Commission (CQC) conducted an inspection in September 2010 to find out how well the Council was delivering adult social care. As part of the evaluation, the inspection team looked at how well Halton was safeguarding adults whose circumstances made them vulnerable. The CQC concluded that Halton was performing excellently in safeguarding adults and that the capacity to improve in Halton was excellent. An improvement plan was formulated to take forward recommendations made by the CQC and has been progress monitored by the Safeguarding Adults Board.

- **Dignity in Care** - Halton's Dignity Co-ordinator has an overarching partnership role across the system which has been integral to driving forward the cultural shift in practice and services which can be extremely difficult and time-consuming. The approach has encouraged and allowed shared learning, highlighting the role of dignity in safeguarding, personalisation and enabled best practice across agencies, regionally and nationally. The role has benefitted all services, particularly those people in receipt of services by emphasising the importance of dignity in the context of people's Human Rights. Locally, at a strategic level it has been recognised that without the role to deliver a direct focus on dignity across all agencies that progress would not have been as effective being left to individuals which could be inconsistent and piecemeal.

Awareness raising has proved successful in ensuring all agencies are fully engaged and an annual dignity conference/event raises public awareness. A fundamental element

within this has involved the strengthening of the human rights based approach to Health and Social Care. This approach and having a dedicated Co-ordinator working across health and social care has been recognised nationally as an exemplar of best practice by ADASS, the Equality and Human Rights Commission and in a Community Care article.

As a means to improve direct care, learning, quality and identify trends audit frameworks including seeking people's views about their care experiences and performance monitoring have been across multi-agency partners.

- The Halton Multi-Agency **Domestic Abuse and Sexual Violence Strategy (DASV)** 2011-14 was launched to address the issues of Domestic Abuse and Sexual Violence in Halton. The launch of this strategy and the commitment of partners are essential to the safety and well being of people in Halton.

Homes and families should be places of safety and comfort. However, DASV can and does turn many homes into places of fear. While it mainly occurs in seclusion of private residence, domestic abuse does spill over into schools and places of work and the effects not only impact upon the victims, but the borough as a whole and the wider region around us. The Halton Domestic Abuse Forum has consistently promoted the message that all forms of abuse are unacceptable and needs to be challenged.

The focus of this strategy to respond to incidents of DASV in Halton will be the three elements of Provision; Prevention and Protection as they can be applied with all groups in the borough. The strategy will seek to improve the risk identification, assessment and management processes and to target educational and support services effectively. The whole approach will be underpinned by the forth key element of the partnership approaches.

- **Care Closer to Home** – with the proportion of older people growing and generally people living longer, often with long-term health and care needs, moving to care closer to home, and into homes is the way forward. The provision of supportive and enabling care closer to home is wide ranging and includes building on initiatives that the council already has in place with prevention and early intervention, such as, Telehealth and making greater use of technology with its mobility, flexibility and rapid transfer of information, improved integrated care pathways for users, making effective links between health, social care and other services and building up commissioning capacity and capability, working with communities to establish outcomes that matter to them.
- The **Health and Social Care Bill** was introduced in the House of Commons on the 19<sup>th</sup> January 2011. The Bill is directly relevant for local government in its proposals relating to the new public health service and the transfer of local health improvement services to local authorities.

The Health and Social Care Bill covers an extensive range of measures; some of the key elements are as follows.

- Establishing the NHS Commissioning Board answerable to the Secretary of State for Health (SoS).
- Abolition of primary care trusts, strategic health authorities, and NHS trusts (to become foundation trusts).
- Local authorities to become responsible for local health improvement, and jointly appointing directors of public health with the Secretary of State.
- Establishing local Healthwatch organisations and the Healthwatch England Committee within the Care Quality Commission
- Local authority scrutiny of NHS bodies and NHS-funded providers.



- Health and Wellbeing Boards to be set up by local authorities with statutory membership for commissioning consortia who will also be partners in joint strategic needs assessments and health and wellbeing strategies. .
- Changes to health and social care professional regulation.
- **Halton LINK** have their current Host contract extended until October 2012, in line with the revised Government timetable for the transition to Local HealthWatch. The LINK Board have established a Transition Sub Group, which is attended by Council Policy and Commissioning Officers, PCT Representation and Clinical Commissioning Groups, to look at the development of Local HealthWatch. Halton Borough Council has established a Health Watch Project Group to look at the commissioning of the Local HealthWatch Service. Further clarity and guidance on Local and National HealthWatch's remit is expected with the progression of the Bill.

In December 2010, the Department of Health published statutory guidance for health and social care services, following the publication of the national strategy for adults with autism spectrum conditions "**Fulfilling and Rewarding Lives**". Halton is currently developing a local autism strategy, in order to ensure that we have systems in place to meet the statutory guidance. The Halton Autism Strategy is being developed and monitored through the Autism Spectrum Condition Strategic Group, which is chaired by the Operational Director for Commissioning and Complex Needs. The strategy includes an action plan which will ensure lead officers and clear timescales are identified for each action and progress will be monitored on a regular basis. An independent review of Autism will be carried out by the National Autistic Society, beginning sometime during 2011. This review will cover both adults and children's services.

- **Scrutiny Reviews** – the Directorate is taking part in a number of scrutiny reviews with the Health Policy and Performance Board and Safety Policy and Performance Board. These include Autism, Homelessness and the Private Rented Sector. These reviews could impact on the way services are delivered, depending on the recommendations of Members.
- The **Building on Strengths: Proposal for a New Model of Care, Later Life and Memory Services** and the **Proposal for a New Model of Care: Adult Acute Care Pathway** reports have been produced by 5 Boroughs Partnership to offer a new and robust model of care that will enable the modernisation of services which reflects the commissioning intentions set out in the 4 Borough Alliance strategy 'Securing Better Mental Health for Older Adults' (2009). The models focus on early intervention, home/community based support, treatment promoting independence and personalised care and an enhanced assessment service that will provide three teams that will directly support GP practices and the three local acute Trusts. The models include a proposal to utilise a single point of access/gateway function to provide cognitive and functional screening with direct access to advanced assessment and consultation. The model also outlines a crisis intervention function for older adults requiring specialist old age mental health services, and will provide greater integration between inpatients and community services allowing for extending hours to services.
- **The Positive Behaviour Support Service** was established in late 2010. It was identified that there was a local deficiency in services offering skilled specialist support to people of all ages living in community settings who have a learning disability, often including autism spectrum conditions and who present with behaviour that challenges services. By developing a Positive Behaviour Support Services locally it provides a unique support service to those service users in Halton, Knowsley or St Helens and reduces the financial constraints of seeking out of borough placements in the future.

- On 15 September 2011, the Government launched **'Caring for our future: shared ambitions for care and support'** – an engagement exercise with people who use care and support services, carers, local councils, care providers and the voluntary sector about the priorities for improving care and support.

Caring for our future is an opportunity to bring together the recommendations from the Law Commission (published in May 2011) and the Commission on the Funding of Care and Support (published in July 2011) with the Government's Vision for Adult Social Care (published in November 2010), and to use these recommendations as a basis for a discussion with stakeholders about what the priorities for reform should be.

As this is such an important issue for the Local Authority and its partners in terms of the future delivery of Adult Social Care a local response has been made to the consultation and work will need to take place in the Spring 2012 regarding the implications of the resulting White Paper and update report on the Funding Reform.

- The **Welfare Reform Bill** proposes a radical shake up of the welfare system. Government plans to introduce a capped Universal Credit to replace major benefits, to extend the single room rent allowance to people under the age of 35 (from its current threshold of 25) and to reduce Housing Benefit for social housing tenants who under occupy their home could lead to an increase in the number of people applying to the authority as homeless as landlords instigate possession proceedings for rent arrears. It is envisaged that Universal Credit will be paid directly to tenants. If so, this is likely to impact upon their new affordable house building programmes as the cost of borrowing to raise development finance will increase.
- The **Localism Bill** proposes a new type of fixed term tenure that can be offered by Registered Providers of social housing. All local authorities must produce a tenancy strategy within 12 months of enactment of the Bill which sets out what types of tenancy it thinks should be offered in the area, the length of the tenancy (if fixed term tenancies are proposed) and the circumstances in which they should be offered and renewed. In framing their own tenancy policies, Registered Providers must have due regard to the local authority's strategy but are not compelled to accept the recommendations therein.
- There is a challenge to secure resources from the **Homes and Communities Agency** to complete the Castlefields Regeneration and to support Registered Providers of social housing to deliver the new Affordable Homes Programme.
- The Government's new **affordable rent regime** will lead to a rent increase for some tenants of social housing and may present a further squeeze on household budgets and could ultimately lead to increased demand on Council services.
- Next summer sees the introduction of **Choice Based Lettings** in Halton. This represents a substantial change in the way social housing is allocated with more emphasis placed on pro-active selection by housing applicants via a "bidding" process. It is vital that vulnerable tenants some of whom may have priority need for a move are supported through the process of expressing their interest in suitable properties.
- Halton Community Safety team is a combined Police and Council partnership that reports to the Safer Halton Partnership and has been traditionally funded over recent years through some mainstream funding from Policy, Partners and the Council but primarily by government grants given on a year to year basis. The current economic climate and cessation of government grants for the next financial year dictate that the team cannot continue in its present format without an injection of funding to address the anticipated

shortfall. A review of current and future activities and the structure of the team will take place.

- With the continuing Coalition Government's **Comprehensive Spending Review**, the Council has on-going budgetary pressures and each Directorate will need to ensure that they effectively contribute to the Authority's response to dealing with the current economic climate. For Halton, this will mean continued development and strengthening of partnerships, which may include joint provision or commissioning with other Local Authorities, key statutory partners and in some circumstances with providers within the community, independent and voluntary sector. Working closely with users of services so that we achieve outcomes that people want will be paramount to all the work of each Directorate.
- We continue to recognise and value the essential role that **carers** play in supporting some of the most vulnerable people in our community. We will continue to identify hidden carers, recognise and respond to carers needs, and improve information and access to support services. Working in partnership with voluntary agencies, including Halton Carers Centre and the Primary Care Trust we intend to build on numerous developments made and to continue to provide real support to carers.
- **Transformation** and the use of individualised budgets will progressively transform the way in which the Directorate supports vulnerable people, as well as the change in the way business is managed by the Directorate in terms of increased Individual Budgets. *Putting People First* - A shared vision and commitment to the transformation of adult social care outlines the aims and values which will guide the development of a new, high quality care system which is fair, accessible and responsive to people's individual needs.
- The need to work in partnership with Children and Young People's Directorate to safeguard children and provide a positive **transition into adult services**. As such Halton has a Multi-Agency Transition Strategy, which clearly demonstrates the Transition Process and Halton's commitment to it. This Strategy supported by the Transition Strategy Group and the Operational Managers Group, comprising of Children and Adult Managers, captures and supports the transition to Adult services.
- The **Nutritional Guidelines/Healthier Food for Schools**, the School Food Trust and the national indicators for school meal uptake continues to drive provision of food in schools forward. Although the latest national guidelines came in to force in September 2008, Halton has for a number of years adopted similar guidelines and following a gradual decline in meal numbers, for the last few years Halton has seen a turnaround in meal uptake. Healthy eating contributes significantly to the 'being healthy national outcome for children' and provides the confidence, skills, knowledge and understanding to make healthy food choices.
- Implementation of the new **National Food Hygiene Rating Scheme** operated by the Food Standards Agency (FSA). Hygiene score of all food premises in the Borough will be published. The scheme will reward compliant businesses and provide non-regulatory incentive to non-compliant businesses.
- The **Food and Health & Safety** teams will address recommendations in Lord Young's review of health and safety law and work towards greater integration of food and health and safety inspections.
- The Council has committed significant investment to deliver enhanced **kerbside recycling services**. Essential to achieving this will be the increased co-operation and participation of the residents of Halton.

- The Council's **Waste Strategy** highlights the need for effective communications and awareness-raising and this will be delivered through a targeted programme of education.
- We will be faced with the challenge of ensuring the continued viability of the **Stadium**, through ensuring the sustained and increased use by the local community, businesses and partner organisations.
- The success of **Widnes Vikings Superleague** application for 2012 will be a significant driver in maximising income streams for the Stadium.
- **School Sport** faces a challenging time. The government has withdrawn funding to the Youth Sport Trust for the School Sport Programme. The Sport and Recreation Team are already directly involved in delivering on a number of projects and support local sport through a number of Halton programmes including its grants scheme to maximise opportunity for community sport. The principal of sports contributions to healthy lifestyles is firmly embedded in Halton's Corporate priorities
- To ensure that people who use our services experience positive outcomes that deliver: -
  - Enhancing quality of life for people with care and support needs
  - Delaying and reducing the need for care and support
  - Ensuring that people have a positive experience of care and support
  - Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

#### 4.0 FACTORS AFFECTING THE DIRECTORATE

There are numerous factors that have been identified as having a potential impact on the delivery of services during the life of this Plan. Some of the main factors are outlined below: -

POLITICAL	SOCIAL FACTORS
The future of Public Health	Ageing Population and the shift to an older population.
<a href="#">Joint Strategic Needs Assessment</a>	Dementia rising sharply amongst over 65's.
<a href="#">Health and Wellbeing Boards</a>	Persuading people to change their attitude towards waste and increase participation in recycling.
National Healthy Eating agenda and guidelines.	
ECONOMIC CLIMATE	TECHNOLOGICAL DEVELOPMENTS
Budgetary pressures	Telecare/Telehealth.
<a href="#">Reduction in Local Housing Allowance caps</a> and 10% cut in housing benefit.	Super League Franchise system.
Increasing levels of waste diverted from landfill will reduce the Council's spend on waste disposal.	Technology will be used to deliver "in-cab" communication solutions for waste collection vehicles.
Stobart Stadium bidding to be a host stadium for the 2013 Rugby League World Cup.	Waste Collection "Route Optimisation" through the use of technology.
Building Schools for the Future programme ceased by Coalition Government.	
The Olympics offers the opportunity to raise the profile of sport in the Borough.	
The Olympic Flame coming into the Borough.	
Anti-social Behaviour Tools and Powers review.	
New powers to tackle gang problems.	
Cutting Crime Together.	
The introduction of the <a href="#">Police and Crime Commissioners (PCC)</a> from Autumn 2012.	
LEGISLATIVE	ENVIRONMENTAL
<a href="#">Health and Social Care Bill</a>	The modernisation of day services continues.
The NHS White Paper " <a href="#">Equity and Excellence: Liberating the NHS</a> ".	New Cemetery space required in Widnes by 2014.
<a href="#">Care for our Future: Shared Ambitions for care and support.</a>	Widnes Recreation Club.
<a href="#">Healthy Lives, Healthy People.</a>	HLF Parks for People bid to regenerate Runcorn Hill Park and HLF Heritage bid to see Sankey Canal from Spike Island to Fiddlers Ferry Marina restored to navigation.
<a href="#">A Vision for Adult Social Care.</a>	<a href="#">Affordable Warmth Strategy.</a>
Transformation.	Local environmental quality.
<a href="#">Waste Prevention Programme</a> for England by December 2013.	Introduction of " <a href="#">rewards for recycling scheme</a> ".
Legislative changes to local authority enforcement powers against householders who commit waste offences.	

## 5.0 ORGANISATIONAL INITIATIVES

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

### 5.1 Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

Work continues within the Directorate to improve the access and the signposting of members of the Black and Minority Ethnic communities to support services that: -

- Advise re: housing options
- Establish the skills to maintain appropriate permanent housing
- Enable service users to remain in their own homes, and avoid eviction and homelessness
- Access other services including health, social care, education, training and leisure services.
- Help to ensure the more vulnerable amongst the Minority and Hard to Reach Communities can live independently
- Ensure there is fair access to all the Supporting People services in the Borough.
- Help prevent minority communities from feeling socially excluded
- Support Gypsies and Travellers to access services including health, social care and education.
- Directorate Equalities Group - develop and maintain a systematic approach to endeavour to ensure that equality and diversity are embedded within our Directorate and members of the group will take on board the responsibility of being Equality and Diversity Champions.

## 5.2 Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Strategy that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business. The Plan will be reviewed and updated during 2011/12.

The Council has set a target to reduce its emissions by 5% – 10% over 2010/11 figures over a 5-year period. The main measure included in the Children and Enterprise Plan is now the Green House Gas emissions indicator which is slightly different from the previous carbon emissions indicator as such the figures need updating in line with this. The GHG emissions figure for 2010/11 is 25,817 tonnes CO<sub>2</sub>e.

This breaks down as follows: -

Corporate Buildings – 8306 tonnes CO<sub>2</sub>e  
Schools – 9323 tonnes CO<sub>2</sub>e  
Street Lighting – 6247 tonnes CO<sub>2</sub>e  
Vehicle Fleet – 1446 tonnes CO<sub>2</sub>e  
Business Miles – 495 tonnes CO<sub>2</sub>e

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy to be developed in 2011/12. Directorates will contribute to and support specific actions within the overall Strategy.

Linked to the development of the Affordable Warmth Strategy, which aims to raise awareness of fuel poverty and build on referral mechanisms, it is also intended to improve proprieties in terms of energy efficiency through appropriate insulation and improved heating systems, which will contribute to the Council's commitment to tackling Climate Change issues.

The Stadium continues to drive forward its commitment to enhancing energy efficiency particularly around its electrical consumption. Through raising staff awareness of how they can reduce energy consumption and the resulting impact it could have on the environment, since 2006/7 the Stadium has seen a reduction in over 27% of it's electrical consumption, not just having an impact on the environment but also having the effect of generating cost savings.

Open Space Services continues to develop areas of woodland for the purposes of carbon capture and in order to take areas out of intensive management that requires the burning of carbon based fuels. Through the management of twelve local nature reserves and through environmental good practice, underpinned by a partnership with the Cheshire Wildlife Trust and with Mersey Forest the Division works to ensure biodiversity throughout the Borough.

Halton is working with local authorities and Registered Social Landlords in Merseyside and third sector organisation Fusion 21 to develop a fully worked up bid for European Regional Development Fund (ERDF) resources to provide energy efficiency measures to vulnerable households in the sub region, following a successful expression of interest. If successful, the bid should enable new technologies such as combined heat and power systems to be installed in selected social rented blocks and provide solid wall insulation for hard to treat properties.



### 5.3 Risk Management

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

### 5.4 Arrangements for managing Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

<b><i>Accurate:</i></b>	For its intended purpose;
<b><i>Valid</i></b>	By being consistently recorded and used in compliance with predetermined definitions and rules;
<b><i>Reliable</i></b>	By reflecting stable and consistent data collection processes;
<b><i>Timely</i></b>	By being made available as soon as possible after the activity or event and in line with organisational requirements;
<b><i>Relevant</i></b>	For the purpose intended;
<b><i>Complete</i></b>	In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.



## 6.0 ORGANISATIONAL & DIRECTORATE STRUCTURE

The Council is committed to consistently managing the delivery of its services in the most cost efficient way that maximises the effectiveness of its available resources.

As a result of this continuing drive for efficiency as of April 2011 the Council has reduced the number of Directorates from four to three with an overall reduction in the number of departments to eleven.

The Council recognises the value of corporate working and that effective communication channels, both internally between Directorates and externally with partners, are a pre-requisite to success. It therefore has in place complementary arrangements at different organisational levels to ensure that the organisation works as an integrated and unified entity.

In support of this approach results-based matrix management practices, through for example project implementation groups, are used to bring together expertise and knowledge from across the organisation in order to optimise the response to community needs and aspirations.

Lead Officers are identified to drive and direct corporate initiatives to bring together elements of the Councils activities which, for the purposes of day to day management, may sit within all or any of the different Directorates.

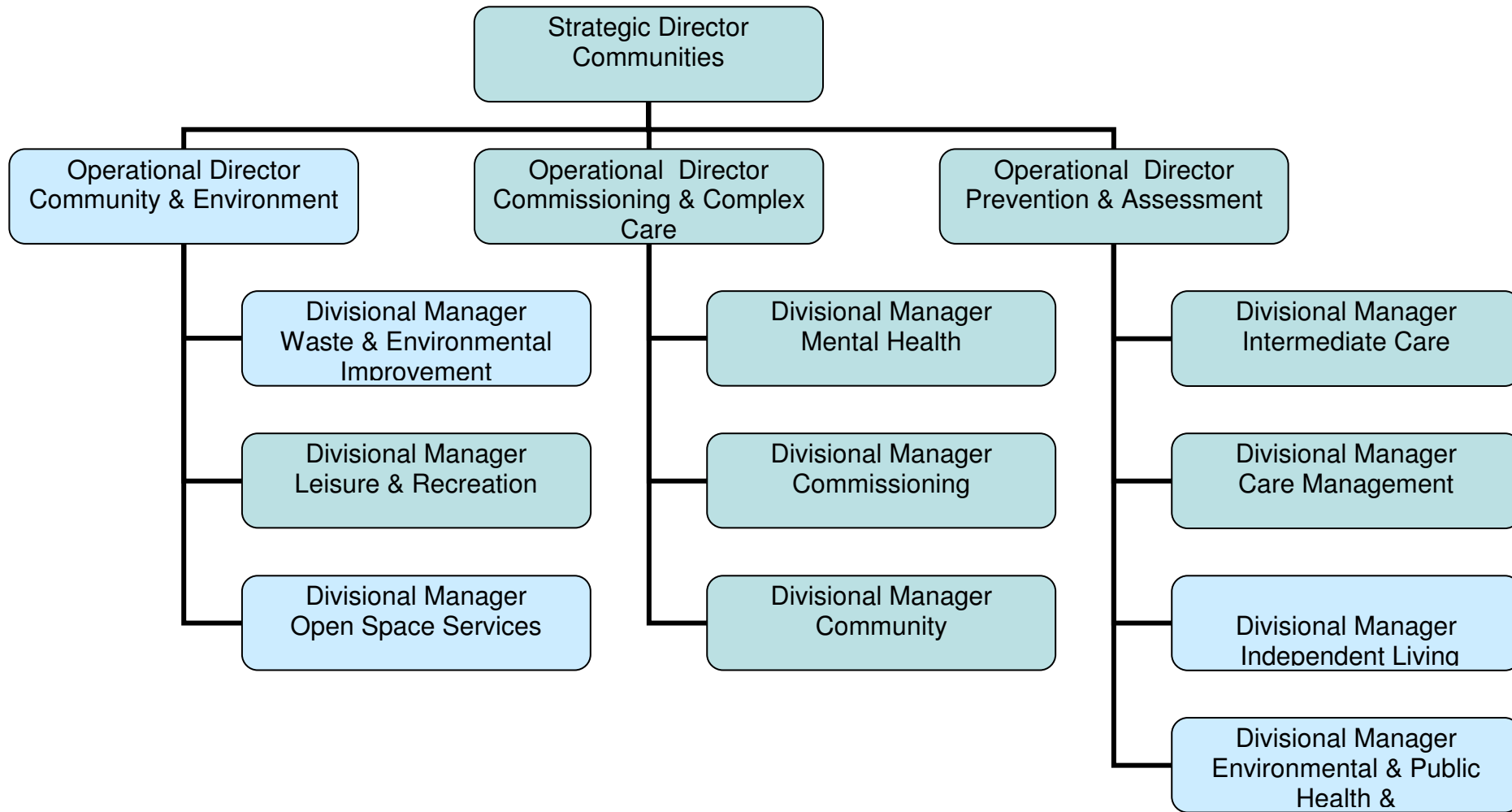
Each of the Directorate Plans is aligned to and supports the delivery of one or more of the Councils six organisational and five partnership strategic priorities as detailed within the Corporate Plan and Sustainable Community Strategy respectively.

The chart overleaf provides an overview of those functions that fall within the new Policy and Resources Directorate.

The Strategic Director for the Community Directorate has a wide community leadership role and the services undertaken by the Directorate are delivered from the following three Departments: -

- Community and Environment Services;
- Commissioning and Complex Care Services; and
- Prevention and Assessment Services.

The chart overleaf provides an overview of those functions that fall within the new Community Directorate.



### ***Who are the services for?***

Many of the services that the Directorate provides are universal – any Halton resident can access them - and some of the services (such as The Brindley or The Stadium) can be used by people from outside the Borough as well. Other services, mainly within the Social Care element of the Directorate, are restricted in their access, and only apply to people who meet the published criteria for their services.

Similarly, some services (such as the libraries) are free at the point of access, whilst others have a charge, either at the time or – again, in the case of Social Care services – through an invoicing process.

### ***What are we for?***

Each of the services within the Directorate meets the needs of different groups of people. A short description of each of the Departments is provided below:-

#### **6.1 Community and Environment Services**

The Community and Environment Department has an important role to play in addressing health issues, personal development, community safety and community cohesion, social inclusion and the quality of life for Halton people. Being predominantly concerned with the delivery of key front line services the Department acts as an interface between the public of Halton and the Council. The Department has four main Divisions:

- Leisure and Recreation
- Open Space Services
- Stadium and Catering
- Waste and Environmental Improvement

Leisure and Recreation exists to provide access to leisure and culture facilities including public libraries and The Brindley Arts Centre, information and recreation and to encourage individuals and groups to take opportunities to develop their quality of life by active participation. Through its Registration Service the Division conducts civil marriages/civil partnerships/citizenship ceremonies and facilitates the registration of births, marriages and deaths.

Open Space Services is responsible for the management and development of the physical fabric of the Borough's parks, children's play areas, cemeteries, sports grounds, green spaces, local nature reserves promenades and the green infrastructure associated with the highway network. Through its Cemeteries and Crematorium section it meets the requirements of the bereaved in relation to burial and cremation, and through its Streetscene Section it is also responsible for the delivery of street cleansing services Borough wide. The services also organises and promotes major events throughout the Borough.

Stadium and Catering includes the management of the Stobart Stadium Halton which is Halton Borough Council's flagship sporting, health and fitness facility. It is a major cultural asset of the Borough, providing a first class venue for multiple sports and leisure provision, it also has successful and well-developed commercial activities and significant community links to various community and sporting groups. The Catering Service offers the provision of a comprehensive catering service to schools that ensure all Central Government guidelines on healthy eating are being adhered to, a dedicated management support service that is responsive to the requirements of each school/building, professional and technical advice on all catering issues, including design and concept issues, full catering facilities at two staff restaurants and three coffee shops, on-site catering facilities for working lunches, buffets, committee teas etc. It is also responsible for the delivery of the community meals service, ensuring that the meals delivered are of a high standard, that they meet people's nutritional needs and that the targets for delivery are met.

Waste and Environmental Improvement Services is responsible for ensuring that the Council fulfils its statutory functions and obligations as a Principle Litter and Waste Collection and Disposal Authority, including the development of waste strategies and policies, the management and development of the Council's operational waste and recycling services and for the delivery of enforcement and regulatory activities relating to waste.

## **6.2 Commissioning and Complex Needs**

The Commissioning and Complex Needs Department commissions a wide range of residential/nursing, day and support services from the voluntary and independent sectors. All these services are specifically designed to enable rehabilitation, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

The Department is responsible for providing an operational front-line Housing Options service, focussed on homelessness prevention. The team also manages the Council's permanent Gypsy site and unlawful encampments.

The Department provides an assessment and care management service for people with mental health and substance misuse problems. In addition, the Department supports the delivery of the Emergency Duty Out of Hours Service, which covers Children's Services and all Adult areas.

The Department promotes active partnerships with the health services and the private, voluntary and independent sectors, to deliver high quality care to people within the local community who have complex needs.

The Department is responsible for all aspects of Community Safety.

## **6.3 Prevention and Assessment Department**

The Prevention and Assessment Department provides an assessment and care management service for people with physical, sensory or learning disability and older people, including leading on the personalisation agenda.

The Department focuses its activities on vulnerable people (over the age of 18) in regaining or maintaining their independence, good health and wellbeing, to prevent the need for more intensive interventions such as acute hospitals and other institutional care.

The focus is on maximising people's independence through interventions such as prevention/ rehabilitation / enablement / telecare/ equipment services and with the provision of high quality care, in partnership with the NHS, private and voluntary sectors.

The Reablement Service focuses on confidence-building, self-help and social inclusion rather than "doing" tasks for the person. Its purpose is to restore optimal levels of physical, psychological and social ability alongside the needs and desires of the individual and their family.

The Department's aim is also to facilitate people out of hospital as quickly as possible and provide necessary equipment and services to them in a timely way.

Environmental Health – to deliver a diverse collection of statutory regulatory functions and related services covering a range of activities including food safety, health and safety at work, pollution control, contaminated land, air quality management, noise control, environmental protection and private sector housing.

## 7.0 RESOURCES

### 7.1 Budgets – Information not yet known

The Directorate has a gross budget of £??? for 2011-2012 which has been allocated by Department.

- |   |   |
|---|---|
| • Community Services                    | £ |
| • Prevention and Commissioning Services | £ |
| • Catering and Stadium Services         | £ |
| • Complex Needs Services                | £ |
| • Enablement Services                   | £ |

A breakdown of the total budget allocation is attached as Appendix 2.

### 7.2 Efficiencies

#### Update from Michelle Clunie

### 7.3 Human Resources

The Directorate employs approximately 1,800 staff and are considered to be our most valuable asset. These include day care workers, home care assistants, librarians, activity coaches, occupational therapists, customer services staff, social workers, bereavement officers, registration officers and managerial staff. Staff provide a range of support services to the public. A fundamental role in achieving this is to talk to people about their needs, work out with them how best to meet these and arrange for appropriate services to be provided. We work with a broad range of people from the local community who may need support for a variety of reasons.

The Directorate (and the Council as a whole) is committed to training and developing its staff and has a system of Employee Development Reviews twice a year to produce Personal Action Plans for each employee setting out future learning and development plans, and setting individual work based performance targets. These are complemented by more regular supervision which review progress with personal development and are one of the key processes by which performance and service outcomes are monitored.

### 7.4 ICT Requirements

The Information Technology requirements/developments across the Directorate include: -

- The continued implementation of Carefirst 6
- Mobile working, for example, the use of Laptops with 3G technology, digital pen technology system within Home Care
- The development and implementation of the Resource Allocation System (RAS)
- We continue to work with our partners to ensure the philosophy and principles of Single Assessment is implemented across the Whole System. This will be developed to complement existing assessment processes and IT systems.

- The pilot of electronic monitoring within one the Directorate's contracted providers of care.
- Implementation of the RFID (Radio Frequency Identification) technology to support self-service within Libraries.
- The continued use of Telecare to promote independence and choice for people.
- The Council's in house ICT Business Services Team will develop systems and support the interfacing with specialist technology equipment to help deliver efficiencies and improve the quality and effectiveness of the Council's waste and environmental improvement services.
- Smart Cards - Cards have proved to be a benefit to increasing school meals. To introduce this system in to secondary schools, there would need to be a shared cost in the region of £35K per school – This will need to be considered in the current economic climate.

## 7.5 Property Requirements

The Property requirements/developments across the Directorate include:-

- There is only five years of space left in each cemetery in Runcorn and Widnes and the development of new space is currently underway.
- Widnes Recreation Club – negotiations to lease this premises to a third party are in progress.
- A new Community Centre is due to be built in Castle ward, which would include a small library collection with self-service machine, public access computers, a community café and bookable rooms.
- Within the Modernisation of Day Services, we will be reviewing current accommodation needs and future use of the building will need to be considered.
- Proposal that Runcorn Library and HDL relocate to the market building on Runcorn High Street. Completion by the end of March 2012.

## 8.0 BUSINESS PLANNING

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



### Performance Monitoring and Reporting

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly monitoring reports on the Council's intranet site.**

In demonstrating its commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and its associated quarterly monitoring reports, are available via the Council's website at

<http://www3.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

**Community & Environment Services**

**Service Objectives/Milestones/Performance Indicators:**

**2012 – 2015**

**DRAFT**



## Departmental Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 1</b> Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p>

Service Objective:	CE1 - Increase participation in sport and physical activity, thereby encouraging better lifestyles.	Responsible Officer						
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>▪ Commence development of new Sports Strategy (2012-2014). <b>Mar 2013.</b> (AOF1 &amp; 2) <b>KEY</b></li> </ul>	<i>Divisional Manager Sport and Recreation</i>						
	<ul style="list-style-type: none"> <li>▪ <i>Active People survey results show an increase in participation rates from 2009/10 baseline.</i> <b>Mar 2013.</b> (AOF1 &amp; 2)</li> </ul>	<i>Divisional Manager Sport and Recreation</i>						
	<ul style="list-style-type: none"> <li>▪ <i>Use promotional events to increase participation and raise awareness associated with Sporting Excellence and 2012 Olympics</i> <b>Aug 2012.</b> (AOF1 &amp; 2)</li> </ul>	<i>Divisional Manager Sport and Recreation</i>						
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>▪ Monitor and review all CE1 milestones in line with three-year planning cycle. <b>Mar 2014.</b></li> </ul>	Operational Director Community & Environment						
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>▪ Monitor and review all CE1 milestones in line with three-year planning cycle. <b>Mar 2015.</b></li> </ul>	Operational Director Community & Environment						
<b>Risk Assessment</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Initial</td> <td style="width: 25%;">Medium</td> <td rowspan="2" style="width: 25%; text-align: center;"><b>Linked Indicators</b></td> <td rowspan="2" style="width: 25%; text-align: center;">CE LI7</td> </tr> <tr> <td>Residual</td> <td>Low</td> </tr> </table>	Initial	Medium	<b>Linked Indicators</b>	CE LI7	Residual	Low	
Initial	Medium	<b>Linked Indicators</b>	CE LI7					
Residual	Low							

<b>Corporate Priority:</b>	<b>A Healthy Halton Environment and Regeneration in Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 1</b> Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.</p> <p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 19</b> Conserve, manage and enhance public spaces for leisure and recreation and foster conservation by protecting key areas.</p> <p><b>AOF 22</b> Build on our customer focus by involving more service users in the design and delivery of services, and ensuring equal access for all users.</p>

Service Objective:	CE2 - Increase the community usage of the stadium and to maintain and improve the health of Halton residents.	Responsible Officer
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Visit Riverside College Halton, local Sixth Forms and Large Private Organisations to advise and promote the leisure facilities available at The Stadium. <b>Sept 2012</b> (AOF1, AOF 2 &amp; AOF 19)</li> </ul>	Operations Manager (Stadium)
	<ul style="list-style-type: none"> <li>Measure customer satisfaction with Stadium Community Services. <b>Jan 2013</b> (AOF22)</li> </ul>	Operations Manager (Stadium)
	<ul style="list-style-type: none"> <li>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. <b>Mar 2013.</b> (AOF1 &amp; 2)</li> </ul>	Operations Manager (Stadium)
	<ul style="list-style-type: none"> <li>Formulate proposals for events linked to the Rugby World Cup 2013. <b>Sept 2012</b> (AOF1 &amp; 2)</li> </ul>	Operations Manager (Stadium)

	<ul style="list-style-type: none"> <li>Continue to develop the Stadium website including the introduction of an online payment system. <b>Dec 2012</b> (AOF1 &amp; 2)</li> </ul>			Operations Manager (Stadium)
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2014/15). <b>Jan 2014</b></li> </ul>			Operational Director Community & Environment
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Identify areas for improvement in line with the Business Plan and Marketing Plan. (This will drive the development of milestones for 2015/16). <b>Jan 2015</b></li> </ul>			Operational Director Community & Environment
<b>Risk Assessment</b>	Initial	High	<b>Linked Indicators</b>	CE LI2, CE LI3, CE LI4
	Residual	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>			
<b>Key Area Of Focus:</b>	<b>AOF 1</b> Improve the future health prospects of Halton residents, particularly children, through encouraging and providing opportunities to lead healthier and physically active lifestyles.			
<b>Service Objective:</b>	<b>CE3 - Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating</b>			<b>Responsible Officer</b>
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Deliver a promotion and educational campaign <b>Sept 2012 and Jan 2013</b> (AOF 1) <b>KEY</b></li> </ul>			Schools Catering Manager
	<ul style="list-style-type: none"> <li>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. (AOF 1) <b>Aug 2012</b></li> </ul>			Schools Catering Manager
	<ul style="list-style-type: none"> <li>Review and update the strategy and action plan to increase the uptake of free school meals. (AOF 1) <b>July 2012 KEY</b></li> </ul>			Schools Catering Manager
	<ul style="list-style-type: none"> <li>Develop effective joint working and agree funding, with the private/public sector to address childhood obesity, (AOF 1) <b>Sept 2011 KEY</b></li> </ul>			Schools Catering Manager
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Deliver a promotion and educational campaign (AOF 1) <b>Sept 2013 and Jan 2014</b></li> </ul>			Schools Catering Manager
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Deliver a promotion and educational campaign (AOF 1) <b>Sept 2014 and Jan 2015</b></li> </ul>			Schools Catering Manager
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	CE LI 1, CE L15, CE LI8, CE LI 9, CE LI 10, CE LI 11, CE LI 21, CE LI 22
	Residual	Low		

<b>Corporate Priority:</b>	<b>Employment, Learning &amp; Skills Children and Young People in Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 6</b> To develop a culture where learning is valued and skill levels throughout the adult population and across the local workforce can be raised.</p> <p><b>AOF 7</b> To promote and increase the employability of local people and tackle barriers to employment to get more people into work</p> <p><b>AOF 13</b> To improve outcomes for children by increasing educational attainment, health, stability and support during transition to adulthood.</p> <p><b>AOF 14</b> To deliver effective services to children and families by making best use of available resources.</p> <p><b>AOF 22</b> Build on our customer focus by involving more service users in the design and delivery of services, and ensuring equal access for all users.</p>

<b>Service Objective:</b>	<b>CE4 - Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.</b>	<b>Responsible Officer</b>
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>▪ <i>Deliver a programme of good quality Reader Development activities with at least 1 major event per quarter. <b>Mar 2013.</b> (AOF 6, AOF 13 &amp; 14)</i></li> </ul>	Library Service Manager
	<ul style="list-style-type: none"> <li>▪ Undertake CIPFA PLUS Survey (public library user survey for Adults) due to take place Sept <b>2012.</b> (AOF 22) <b>KEY</b></li> </ul>	Library Service Manager
	<ul style="list-style-type: none"> <li>▪ <i>Deliver a programme of extended informal learning opportunities including support for digital inclusion through the Race Online and Go ON campaigns meeting identified local targets. <b>Mar 2013.</b> (AOF 6, AOF 7 &amp; AOF 14)</i></li> </ul>	Library Service Manager
	<ul style="list-style-type: none"> <li>▪ <i>Implement efficiencies in stock procurement processes through the introduction of electronic invoicing, supplier selection and direct delivery <b>Mar 2013.</b> (AOF14)</i></li> </ul>	Library Service Manager

Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Undertake CIPFA PLUS Survey (public library user survey for Children) due to take place Sept <b>2013</b>. (AOF 22)</li> <li>Monitor and review all CE4 milestones in line with three-year planning cycle. <b>Mar 2014</b>.</li> </ul>			Operational Director Community & Environment
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all CE4 milestones in line with three-year planning cycle. <b>Mar 2015</b>.</li> </ul>			Operational Director Community & Environment
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	CE LI6, CE LI6a, CE LI17
	Residual	Low		

DRAFT

<b>Corporate Priority:</b>	<b>Environment and Regeneration in Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 18</b> Provide a high quality built environment that is sustainable, affordable and adaptable to meet the needs and aspirations of all sections of society.</p> <p><b>AOF 19</b> Conserve, manage and enhance public spaces for leisure and recreation and foster conservation by protecting key areas.</p>

<b>Service Objective:</b>	<b>CE5 – Continue to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves.</b>	<b>Responsible Officer</b>	
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Runcorn Hill Park (Parks for People bid) - Work up bid to 'Second Round' submission stage (subject to success of First Round), <b>Mar 2013</b>. (AOF18 &amp; 19) <b>KEY</b></li> </ul>	Divisional Manager Open Space Services	
	<ul style="list-style-type: none"> <li>Woodland Expansion - Additional 200m2 of Woodland planted Boroughwide, <b>Mar 2013</b>. (AOF18 &amp; 19) <b>KEY</b></li> </ul>	Divisional Manager Open Space Services	
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Woodland Expansion - Additional 200m2 of Woodland planted Boroughwide, <b>Mar 2014</b> (AOF18 &amp; 19)</li> <li>Runcorn Hill Park (Parks for People bid) - Deliver Project, (subject to success of Second Round), <b>Mar 2014</b> (AOF18 &amp; 19)</li> <li>Create new Cemetery in Widnes, <b>March 2014</b>. (AOF18 &amp; 19)</li> </ul>	Divisional Manager Open Space Services	
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Woodland Expansion - Additional 200m2 of Woodland planted Boroughwide, <b>Mar 2015</b> (AOF18 &amp; 19)</li> </ul>	Divisional Manager Open Space Services	
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b> CE LI 13, CE LI 18, CE LI 19, CE LI 20
	Residual	Low	

<b>Corporate Priority:</b>	<b>Environment and Regeneration in Halton</b>
<b>Key Area Of Focus:</b>	<b>AOF 20</b> Improve environmental quality by tackling climate change, minimising waste generation and maximising reuse, recycling, composting and energy recovery.

<b>Service Objective:</b>	<b>CE6 - Implementation of actions to ensure the Council achieves its targets and objectives relating to waste and climate change.</b>	<b>Responsible Officer</b>
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Implement new operational arrangements as determined by the outcome of the review of waste and recycling collection systems. <b>Sept 2012</b> (AOF 20) <b>KEY</b></li> </ul>	Divisional Manager Waste & Environmental Improvement
	<ul style="list-style-type: none"> <li>Publish a revised Waste Management Strategy. <b>Mar 2013</b> (AOF 20) <b>KEY</b></li> </ul>	Divisional Manager Waste & Environmental Improvement
	<ul style="list-style-type: none"> <li>Continue to review and assess the effectiveness of projects and initiatives to help improve energy efficiency and reduce CO<sup>2</sup> emissions. <b>Mar 2013</b> (AOF 20) <b>KEY</b></li> </ul>	Divisional Manager Waste & Environmental Improvement
	<ul style="list-style-type: none"> <li>Develop and publish a Waste Communications Plan and implement actions arising from the Plan. <b>Mar 2013</b> (AOF 20) <b>KEY</b></li> </ul>	Divisional Manager Waste & Environmental Improvement
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Continue to assess the waste and recycling operations and review relevant policies to ensure that all financial and service related targets are met. <b>Mar 2014</b> (AOF 20)</li> </ul>	Divisional Manager Waste & Environmental Improvement



	<ul style="list-style-type: none"> <li>Continue to review and assess the effectiveness of projects and initiatives to help improve energy efficiency and reduce CO<sup>2</sup> emissions. <b>Mar 2014</b> (AOF 20)</li> </ul>			Divisional Manager Waste & Environmental Improvement
	<ul style="list-style-type: none"> <li>Develop and implement waste action plans as determined by the Council Waste Management Strategy <b>Mar 2014</b> (AOF 20)</li> </ul>			Divisional Manager Waste & Environmental Improvement
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Continue to assess the waste and recycling operations and review relevant policies to ensure that all financial and service related targets are met. <b>Mar 2015</b> (AOF 20)</li> </ul>			Divisional Manager Waste & Environmental Improvement
	<ul style="list-style-type: none"> <li>Continue to review and assess the effectiveness of projects and initiatives to help improve energy efficiency and reduce CO<sup>2</sup> emissions. <b>Mar 2015</b> (AOF 20)</li> </ul>			Divisional Manager Waste & Environmental Improvement
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	CE LI 14, CE LI 15, CE LI 16
	Residual	Medium		

<b>Corporate Priority:</b>	<b>Environment and Regeneration in Halton</b>
<b>Key Area Of Focus:</b>	<b>AOF 20</b> Improve environmental quality by tackling climate change, minimising waste generation and maximising reuse, recycling, composting and energy recovery.

<b>Service Objective:</b>	<b>CE7 – Undertake actions to maintain a clean, safe and attractive borough.</b>			<b>Responsible Officer</b>
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Continue to develop Action Plans and Protocols with External Agencies to effectively prevent and tackle a range of waste and environmental offences. <b>Mar 2013</b> (AOF 20) <b>KEY</b></li> </ul>			Divisional Manager Waste & Environmental Improvement
	<ul style="list-style-type: none"> <li>Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies. <b>Mar 2013</b> (AOF 20)</li> </ul>			Divisional Manager Waste & Environmental Improvement
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Continue to review, and implement actions to meet, the commitments of the Council's Environmental Action Plans and Joint Protocols. <b>Mar 2014</b></li> <li>Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies. <b>Mar 2014</b> (AOF 20)</li> </ul>			Divisional Manager Waste & Environmental Improvement
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Continue to review, and implement actions to meet, the commitments of the Council's Environmental Action Plans and Joint Protocols. <b>Mar 2015</b> (AOF 20)</li> <li>Review and update as necessary the Council's Environmental Enforcement Plans and Policies. <b>Mar 2015</b> (AOF 20)</li> </ul>			Divisional Manager Waste & Environmental Improvement
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	N/A
	Residual	Medium		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
Key Area Of Focus:	<b>AOF 25</b> 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.

<b>Service Objective:</b>	<b>CE8 - Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution</b>	<b>Responsible Officer</b>	
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Continue to implement annual sports bar specific action plan designed to improve profitability. <b>Mar 2013</b> (AOF 25)</li> </ul>	Operations Manager (Stadium)	
	<ul style="list-style-type: none"> <li>Host a wedding fayre in <b>Oct 2012 and Feb 2013</b> and a business fayre in <b>Jul 2012</b> (AOF 25)</li> </ul>	Operations Manager (Stadium)	
	<ul style="list-style-type: none"> <li>Continue to develop promotional strategy to attract a minimum of 18 large corporate events annually to the Stadium. <b>Mar 2013</b> (AOF 25)</li> </ul>	Operations Manager (Stadium)	
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Jan 2014</b></li> </ul>	Operational Director Community & Environment	
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Review and identify areas for improvement in line with the Business Plan and Marketing Plan. <b>Jan 2015</b></li> </ul>	Operational Director Community & Environment	
<b>Risk Assessment</b>	Initial	High	<b>Linked Indicators</b> CE LI1, CE LI3
	Residual	Low	

## Departmental Performance Indicators

Ref <sup>1</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15
<b>Cost &amp; Efficiency</b>							
<b><u>CE LI1</u></b>	No. of meals served versus hourly input of labour (Previously SH1)	9.20	9.00		9.50	10.00	
CE LI2	Turnover of the Stadium (£m's) (Previously SH2)	N/A	2.15		2.45	2.75	
CE LI3	Council contribution to Stadium operating costs (£100K's) (Previously SH3)	N/A	10.60		10.00	9.50	
<b>Fair Access</b>							
CE LI4	Diversity – number of community groups accessing stadium facilities (Previously SH4)	26	10		12	15	
CE LI5	Number of catering staff achieving a formal qualification (previously SH5)	24	15		20	25	

<sup>1</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>2</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

**Service Delivery**

<b><u>CE LI6</u></b>	Number of active users of the library service during the last 12 months	20,917	22,000		22,500	23,000	23,500
<b><u>CE LI6a</u></b>	Number of visits to libraries (annual total)	597,497	598,000		599,000	600,000	601,000
<b><u>CE LI7</u></b>	% of adult population (16+) participating in sport each week (Previously NI8)	26.3	24.02		N/A	N/A	
<b><u>CE LI8</u></b>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH8a)	81.22	80		82	85	
<b><u>CE LI9</u></b>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH8b)	79.35	70		72.50	75.00	
<b><u>CE LI10</u></b>	Take up of school lunches (%) – primary schools (Previously NI52a)	48	50		52	55	
<b><u>CE LI11</u></b>	Take up of school lunches (%) – secondary schools (Previously NI52b)	49	51		53	55	

<sup>2</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>3</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15
CE LI12	Participation in regular volunteering (Previously NI6)	N/A	20.02		N/A	N/A	
<b><u>CE LI13</u></b>	Greenstat-Survey, Satisfaction with the standard of maintenance of trees, flowers and flower beds. (Previously EAR LI8)	96.68%	74%		78%	82%	82%
<b><u>CE LI14</u></b>	Residual household waste per household (Previously NI191)	688.86	799		700	700	700
<b><u>CE LI15</u></b>	Household waste recycled and composted (Previously NI192)	36.42%	35%		40%	40%	40%
<b><u>CE LI16</u></b>	Municipal waste land filled (Previously NI193)	63.79%	62%		61%	60%	60%

<sup>3</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>4</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

**Quality**

<b><u>CE LI17</u></b>	% Overall satisfaction of Library Users (Previously CS1) <b>(3-yearly 2012)</b>	95	N/A	N/A	96	N/A	N/A
<b><u>CE LI18</u></b>	Satisfaction with the standard of cleanliness and maintenance of parks and green spaces. (Previously EAR LI2)	100%	92%		92%	92%	92%
<b><u>CE LI19</u></b>	Number of Green Flag Awards for Halton (Previously EAR LI3)	12	12		12	12	12
<b><u>CE LI 20</u></b>	Improved Local Biodiversity – Active Management of Local Sites (NI 197)	51.85%	52%		53%	54%	55%
CE LI 21	Food cost per primary school meal (pence) (Previously SH6a)	67	74		75	76	
CE LI 22	Food cost per secondary school meal (pence) (Previously SH6b)	93	94		94	94	

<sup>4</sup> Key Indicators are identified by an **underlined reference in bold type**.

# **Commissioning & Complex Care Services**

## **Service Objectives/Milestones/Performance Indicators:**

**2012 – 2015**

**DRAFT**



## Departmental Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton</b> <b>A Safer Halton</b> <b>Environment and Regeneration in Halton</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 4</b> Providing services and facilities to maintain the independence and well-being of vulnerable people and those with complex care needs within our community.</p> <p><b>AOF 9</b> To work together with the community to tackle crime, design and manage neighbourhoods and open spaces so that people feel safe and to respond effectively to public concerns. Through working together with our partners for example the police and fire service we want to tackle the underlying causes of crime in Halton and put in place measures to address offending behaviour, in particular that of repeat offenders who are responsible for a disproportionate number of offences in the Borough. We will give advice to residents on community safety issues, support victims of crime, provide accurate data and information on crime and ensure that we respond appropriately to incidents to help reassure residents.</p> <p><b>AOF 11</b> 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.</p> <p><b>AOF 18</b> Provide a high quality built environment that is sustainable, affordable and adaptable to meet the needs and aspirations of all sections of society.</p>

<b>Service Objective:</b>	<b>Responsible Officer</b>
<b>CCC 1 – Working in partnership with statutory and non statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for people with Complex Care needs</b>	
<b>Key Milestone(s) (12/13)</b> <ul style="list-style-type: none"> <li>▪ Conduct a review of Homelessness Services to ensure services continue to meet the needs of Halton residents <b>Mar 2013 (AOF4) (NEW) KEY</b></li> <li>▪ Review Community Safety Team in line with reductions in funding arrangements <b>Mar 2013 (AOF9 &amp; 11) (NEW) KEY</b></li> </ul>	<i>Operational Director (Commissioning &amp; Complex Care)</i>
	<i>Operational Director (Commissioning &amp; Complex Care)</i>

	<ul style="list-style-type: none"> <li>Monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. <b>Mar 2013.</b> (AOF 4) <b>KEY</b></li> </ul>	<i>Operational Director (Commissioning &amp; Complex Care)</i>
	<ul style="list-style-type: none"> <li>Contribute to the implementation of the Council wide Volunteering Strategy as a means to improving services to communities. <b>Mar 2013.</b> (AOF 4)</li> </ul>	<i>Operational Director (Commissioning &amp; Complex Care)</i>
	<ul style="list-style-type: none"> <li>Implement the Local Dementia Strategy, to ensure effective services are in place. <b>Mar 2013.</b> (AOF 4) <b>KEY</b></li> </ul>	<i>Operational Director (Commissioning &amp; Complex Care)</i>
	<ul style="list-style-type: none"> <li>Implement 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. <b>(NEW) KEY Mar 2013</b> (AOF 4)</li> </ul>	<i>Operational Director (Commissioning &amp; Complex Care)</i>
	<ul style="list-style-type: none"> <li>Continue to implement a behaviour solutions approach to develop quality services for adults with challenging behaviour - Models of good practice to continue to be developed. <b>Mar 2013.</b> (AOF4)</li> </ul>	<i>Operational Director (Commissioning &amp; Complex Care)</i>
	<ul style="list-style-type: none"> <li>Introduce Housing related Support 'Gateway' or Single Point of Access Service. <b>Mar 2013</b> (AOF )</li> </ul>	<i>Divisional Manager (Commissioning)</i>
	<ul style="list-style-type: none"> <li>Work with the Council's Planning Department to introduce an affordable housing policy within the Local Development Framework. <b>Mar 2013</b> (AOF18 )</li> </ul>	<i>Divisional Manager (Commissioning)</i>
	<ul style="list-style-type: none"> <li>Implement and deliver the objectives outlined in the Homelessness and Housing Strategies and Repossessions Action Plan. <b>Mar 2013</b> (AOF 18)</li> </ul>	<i>Divisional Manager (Commissioning)</i>

	<ul style="list-style-type: none"> <li>▪ Deliver against the government target to reduce by half (by 2010) the use of temporary accommodation to house homeless households. <b>Mar 2013</b> (AOF 18)</li> </ul>			Divisional Manager (Commissioning)
	<ul style="list-style-type: none"> <li>▪ Introduce a Choice Based Lettings scheme to improve choice for those on the Housing Register seeking accommodation. <b>September 2012</b> (AOF 18)</li> </ul>			Divisional Manager (Commissioning)
	<ul style="list-style-type: none"> <li>▪ Work with Halton Carers Centre to ensure that Carers needs within Halton continue to be met. <b>Mar 2013</b> (AOF 4) <b>KEY</b></li> </ul>			Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>▪ Conduct a review of Domestic Violence Services to ensure services continue to meet the needs of Halton residents <b>Mar 2013</b> (AOF11) <b>(NEW) KEY</b></li> </ul>			Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>▪ Introduce specialist support provision for victims of a serious sexual offence <b>Mar 2013</b> (AOF11) <b>KEY</b></li> </ul>			Operational Director (Commissioning & Complex Care)
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>▪ Monitor and review all CCC 1 milestones in line with three year planning cycle. <b>Mar 2014</b></li> </ul>			Operational Director (Commissioning & Complex Care)
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>▪ Monitor and review all CCC 1 milestones in line with three year planning cycle. <b>Mar 2015</b></li> </ul>			Operational Director (Commissioning & Complex Care)
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	CCC4, CCC5, CCC6, CCC7, CCC8, CCC9, CCC10, CCC11, CCC12, CCC13, CCC14, CCC 15, CCC16, CCC17
	Residual	Low		

<b>Corporate Priority:</b>	<b>A Healthy Halton Environment and Regeneration in Halton Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 18</b> Provide a high quality built environment that is sustainable, affordable and adaptable to meet the needs and aspirations of all sections of society.</p> <p><b>AOF 21</b> 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.</p> <p><b>AOF 22</b> Build on our customer focus by involving more service users in the design and delivery of services, and ensuring equal access for all users.</p>

<b>Service Objective:</b>		<b>Responsible Officer</b>
	<b>CCC 2</b> - Effectively consult and engage with people who have Complex Care needs to evaluate service delivery, highlight any areas for improvement and contribute towards the effective re-design of services where required	
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Continue to survey and quality test service user and carers' experience of services to evaluate service delivery to ensure that they are receiving the appropriate outcomes. <b>Mar 2013</b>. (AOF 22) <b>KEY</b></li> </ul>	Principal Manager Customer Care & Information Services
	<ul style="list-style-type: none"> <li>Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. <b>Mar 2013</b> (AOF 21) <b>KEY</b></li> </ul>	Operational Director (Commissioning & Complex Care)
	<ul style="list-style-type: none"> <li>Continue to negotiate with housing providers and partners in relation to the provision of further extra care housing tenancies, to ensure requirements are met (including the submission of appropriate funding bids). <b>Mar 2013</b> (AOF18 &amp; 21) <b>KEY</b></li> </ul>	Divisional Manager (Commissioning)

	<ul style="list-style-type: none"> <li>Update the JSNA summary of findings, following community consultation, to ensure it continues to effectively highlight the health and wellbeing needs of people of Halton. <b>Mar 2013</b> (AOF 21 &amp; AOF 22) <b>KEY</b></li> </ul>			Divisional Manager (Commissioning)
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 2 milestones in line with three year planning cycle. <b>Mar 2014</b></li> </ul>			Operational Director (Commissioning & Complex Care)
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 2 milestones in line with three year planning cycle. <b>Mar 2015</b></li> </ul>			Operational Director (Commissioning & Complex Care)
<b>Risk Assessment</b>	Initial	Medium	<b>Linked Indicators</b>	CCC18, CCC19, CCC20, CCC21, CCC22, CCC23
	Residual	Low		

<b>Corporate Priority:</b>	<b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 21</b> 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.</p> <p><b>AOF 24</b> 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.</p> <p><b>AOF 25</b> 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.</p>

<b>Service Objective:</b>		<b>Responsible Officer</b>
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>Consider with our PCT partners the recommendations and implications of the review of Halton's section 75 agreement in light of the publication of the Government White Paper 'Equity and Excellence: Liberating the NHS'. <b>Mar 2013.</b> (AOF21, AOF 24 &amp; AOF 25 ) <b>KEY</b></li> <li><i>Undertake ongoing review and development of all commissioning strategies and associated partnership structures to enhance service delivery and cost effectiveness. <b>Mar 2013.</b> (AOF 21 &amp; AOF 25)</i></li> </ul>	Operational Director (Commissioning & Complex Care)
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 3 milestones in line with three-year planning cycle. <b>Mar 2014.</b></li> </ul>	Operational Director (Commissioning & Complex Care)
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all CCC 3 milestones in line with three-year planning cycle. <b>Mar 2015.</b></li> </ul>	Operational Director (Commissioning & Complex Care)

<b>Risk Assessment</b>	Initial	Low	<b>Linked Indicators</b>	CCC1, CCC2, CCC3
	Residual	Low		

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## Departmental Performance Indicators

Ref <sup>5</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

### Cost & Efficiency

CCC 1	% of client group expenditure (MH) spent on domiciliary care services (Previously CCS 1)	29%	No target set				
CCC 2	% of client group expenditure (ALD) spent on domiciliary care services (Previously PCS1)	63%	No target set				
CCC 3	% of client group expenditure (PSD) spent on domiciliary care services (Previously PCS2)	23%	No target set				
CCC 15	Percentage of Communities staff working days/shifts lost to sickness absence during the financial year (Previously PCS 14).	N/A	8		8		

### Service Delivery

CCC 4	Adults with physical disabilities helped to live at home per 1,000 population (Previously CSS 6)	7.89	8.0				
CCC 5	Adults with learning disabilities helped to live at home per 1,000 population (Previously CSS 7)	4.37	4.3				
<b><u>CCC 6</u></b>	Adults with mental health problems helped to live at home per 1,000 population (Previously CSS 8)	3.97	3.97				

<sup>5</sup> Key Indicators are identified by an **underlined reference in bold type**.



Ref <sup>6</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

### Service Delivery

<b><u>CCC 7</u></b>	Total number of clients with dementia receiving services during the year provided or commissioned by the CSSR as a percentage of the total number of clients receiving services during the year, by age group.	3.3%	5%				
<b><u>CCC 8</u></b>	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same LA within the last 2 years (Previously PCS 12).	0	1.2		1.2		
<b><u>CCC 9</u></b>	Number of households living in Temporary Accommodation (Previously NI 156).	4	12				
<b><u>CCC 10</u></b>	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough) (Previously PCS 11).	5.78	4.4				
<b><u>CCC 11</u></b>	Carers receiving Assessment or Review and a specific Carer's Service, or advice and information (Previously NI 135).	24.13	25		25		
CCC 12	Proportion of Adults in contact with secondary mental health services living independently, with or without support (ASCOF 1H)						

<sup>6</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>7</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

**Fair Access**

CCC 13	Number of learning disabled people helped into voluntary work in the year (Previously CSS 2).	85	45		N/A	N/A	
CCC 14	Number of physically disabled people helped into voluntary work in the year (Previously CSS 3).	8	8		N/A	N/A	
CCC 16	Number of adults with mental health problems helped into voluntary work in the year (Previously CSS 4).	25	21		N/A	N/A	
CCC 17	Proportion of Adults in contact with secondary mental health services in paid employment (ASCOF 1F)						

<sup>7</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>8</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

**Quality**

CCC 18	Social Care-related Quality of life (ASCOF 1A)	18.9					
CCC 19	The Proportion of people who use services who have control over their daily life ( ASCOF 1B)	79.2%					
CCC 20	Carer reported Quality of Life (ASCOF 1D)	N/A					
CCC 21	Overall satisfaction of carers with social services (ASCOF 3B)	N/A					
CCC 22	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)	N/A					
CCC 23	Overall satisfaction of people who use services with their care and support ( ASCOF 3A)	61.7%					

<sup>8</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>9</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15
<b>Area Partner Indicators</b>							
CCC 24	Hospital Admissions for Alcohol related harm (Previously NI 39)	2809	2916		3027	3142	3261
CCC 25	Serious acquisitive crime rate (per 1000 population) (Previously NI 16).	1629	1629		To maintain and reduce from 2010/11 baseline	To maintain and reduce from 2010/11 baseline	To maintain and reduce from 2010/11 baseline
CCC 26	Rate of proven re-offending by young offenders (Previously NI 19)	N/A	N/A		Baseline to be established	Target to be set once baseline established	Target to be set once baseline established
CCC 27	Assault with injury crime rate (per 1000 population) (Previously NI 20).	979	979		To maintain and reduce from 2010/11 baseline	To maintain and reduce from 2010/11 baseline	To maintain and reduce from 2010/11 baseline

<sup>9</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>10</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

Area Partner Indicators							
CCC 28	Reduce the re-offending rates of repeat offenders (RO's in the Navigate IOM Scheme – NEW).	N/A	N/A		To maintain and reduce offending rates for PPO and RO's	To maintain and reduce offending rates for PPO and RO's	To maintain and reduce offending rates for PPO and RO's
CCC 29	Reduce the number of Arson incidents (Previously NI 33).	52.77	To continue to reduce in line with trend		To continue to reduce in line with trend	To continue to reduce in line with trend	To continue to reduce in line with trend

<sup>10</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>11</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

**Area Partner Indicators**

CCC 30	Reduce the Actual Number of ASB incidents recorded by Cheshire Police broken down into youth and adult incidents (Previously NI 17)	8489	To maintain and reduce ASB		To maintain and reduce ASB	To maintain and reduce ASB	To maintain and reduce ASB
CCC 31	Increase the percentage of Vulnerable Adult Assessments completed within 28 days	78.12%	80%		82%	82%	82%
CCC 32	Placeholder: Perception measures of Anti-social behaviour (Safer SSP) (Resident Survey) TBC						
CCC 33	Increase % successful completions (Drugs) as a proportion of all in treatment 18+	13.3%	Above NW Average		Above NW Average	Above NW Average	Above NW Average
CCC 34	Increase % successful completions (Alcohol) as a proportion of all in treatment 18+	N/A	N/A		Baseline to be established	Target to be set once baseline established	Target to be set once baseline established

<sup>11</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>12</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

Area Partner Indicators							
CCC 35	Reduce the number of individuals re-presenting within 6 months of discharge (Drugs)	N/A	N/A	Baseline to be established	Target to be set once baseline established	Target to be set once baseline established	Target to be set once baseline established
CCC 36	Reduce the number of individuals re-presenting within 6 months of discharge (Alcohol)	N/A	N/A	N/A	Baseline to be established	Target to be set once baseline established	Target to be set once baseline established
CCC 37	Reduce the use of custody (Ministry of Justice proposal)	N/A	N/A	Baseline to be established	Target to be set once baseline established	Target to be set once baseline established	Target to be set once baseline established
CCC 38	Reduce the proportion of individuals within the navigate cohort whose offending is substance misuse related	N/A	N/A	N/A	Baseline to be established	Target to be set once baseline established	Target to be set once baseline established

<sup>12</sup> Key Indicators are identified by an **underlined reference in bold type**.

# **Prevention & Assessment Services**

## **Service Objectives/Milestones/Performance Indicators:**

**2012 – 2015**

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## Departmental Service Objectives

<b>Corporate Priority:</b>	<b>A Healthy Halton</b> <b>A Safer Halton</b> <b>Corporate Effectiveness &amp; Efficient Service Delivery</b>
<b>Key Area Of Focus:</b>	<p><b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.</p> <p><b>AOF 3</b> 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.</p> <p><b>AOF 4</b> Providing services and facilities to maintain the independence and well-being of vulnerable people and those with complex care needs within our community.</p> <p><b>AOF 10</b> 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.</p> <p><b>AOF 21</b> 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.</p>

<b>Service Objective: PA 1</b>	Working in partnership with statutory and non statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people	<b>Responsible Officer</b>
Key Milestone(s) (12/13)	<ul style="list-style-type: none"> <li>▪ Support the transition of responsibility for Public Health and Improvement from NHS Halton &amp; St Helens to Halton Borough Council. <b>Mar 2013. (NEW) (KEY)</b> (AOF 2 &amp; 21)</li> </ul>	Operational Director (Prevention & Assessment)
	<ul style="list-style-type: none"> <li>▪ Implementation of the Early Intervention/Prevention strategy with a key focus on integration and health and wellbeing. <b>Mar 2013. (KEY)</b> (AOF 3 &amp; 21)</li> </ul>	Operational Director (Prevention & Assessment)
	<ul style="list-style-type: none"> <li>▪ Review current Care Management systems with a focus on integration with Health (AOF 2, AOF 4 &amp; AOF 21) <b>(NEW) (KEY) Aug 2012</b></li> </ul>	Divisional Manager (Care Management)

	<ul style="list-style-type: none"> <li>Contribute to the safeguarding of vulnerable adults and children in need, by ensuring that staff are familiar with and follow safeguarding processes. <b>Mar 2013</b> (AOF 10)</li> </ul>	Operational Director (Prevention & Assessment)	
	<ul style="list-style-type: none"> <li>Continue to implement the Dignity Action Plan and Performance framework to improve dignity in practice across Health and Social Care <b>Mar 2013</b> (AOF 10) <b>(NEW)</b></li> </ul>	Operational Director (Prevention & Assessment)	
	<ul style="list-style-type: none"> <li>Continue to establish effective arrangements across the whole of adult social care to deliver self directed support and personal budgets. <b>Mar 2013</b> (AOF 2, AOF 3 &amp; AOF 4) <b>(KEY)</b></li> </ul>	Divisional Manager (Care Management)	
	<ul style="list-style-type: none"> <li>Continue to implement the Local Affordable Warmth Strategy, in order to reduce fuel poverty and health inequalities. <b>Mar 2013</b> (AOF 2)</li> </ul>	Principal Environmental Health Officer	
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>Monitor and review all PA 1 milestones in line with three year planning cycle. <b>Mar 2014.</b></li> </ul>	Operational Director (Prevention & Assessment)	
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>Monitor and review all PA 1 milestones in line with three year planning cycle. <b>Mar 2015.</b></li> </ul>	Operational Director (Prevention & Assessment)	
<b>Risk Assessment</b>	Initial	High	<b>Linked Indicators</b> PA 1, PA 2, PA 3, PA 4, PA 5, PA 6, PA 7, PA 8, PA 9, PA 10, PA 11, PA 12, PA 13, PA 14, PA 15, PA 16, PA 17, PA 18, PA 19, PA 20, PA 21, PA 22, PA 23, PA 29, PA 30, PA 31, PA 32, PA 33, PA 34, PA 35
	Residual	Medium	

<b>Corporate Priority:</b>	<b>A Healthy Halton</b>
<b>Key Area Of Focus:</b>	<b>AOF 2</b> Providing services and facilities to maintain and promote good public health and well-being.

<b>Service Objective: PA 2</b>	To address air quality in areas in Halton where ongoing assessments have exceeded national air quality standards set out under the Environment Act 1995, in consultation with all relevant stakeholders			<b>Responsible Officer</b>
	<ul style="list-style-type: none"> <li>▪ <i>Publication of the Air Quality Action Plan. <b>June 2012</b> (AOF 2)</i></li> </ul>			<i>Principal Environmental Health Officer</i>
Key Milestone(s) (13/14)	<ul style="list-style-type: none"> <li>▪ <i>Continue to review and assess air quality within the Air Quality Management Areas to assess effectiveness of the action plan. Identify any other Areas within the Borough where national air quality objectives are likely to be exceeded. <b>Mar 2014</b> (AOF 2)</i></li> </ul>			<i>Principal Environmental Health Officer</i>
Key Milestone(s) (14/15)	<ul style="list-style-type: none"> <li>▪ <i>Statutory obligation to review Air Quality Action Plan annually <b>Mar 2015</b>. (AOF 2)</i></li> </ul>			<i>Principal Environmental Health Officer</i>
<b>Risk Assessment</b>	Initial	Low	<b>Linked Indicators</b>	PA 25
	Residual	Low		

### Departmental Performance Indicators

Ref <sup>13</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

<b>Service Delivery</b>
-------------------------

<b><u>PA 1</u></b>	Numbers of people receiving Intermediate Care per 1,000 population (65+) (Previously EN 1)	98.07	99		N/A	N/A	
PA 2	Number of people referred to intermediate care/reablement who progressed to receive a service	N/A	60%		N/A	N/A	
PA 3	Average length of stay for those accessing intermediate care/reablement services	N/A	34 Days		N/A	N/A	
<b><u>PA 4</u></b>	Number of people receiving Telecare Levels 2 and 3 (Previously EN9)	166	164		259	353	

<sup>13</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>14</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

**Service Delivery**

<b><u>PA 5</u></b>	Percentage of VAA Assessments completed within 28 days (Previously PCS15)	78.12	80%		82%	82%	82%
PA 6	Percentage of VAA initial assessments commencing within 48 hours of referral (Previously PCS16)	N/A	N/A		N/A	N/A	
PA 7	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)						
PA 8	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years	N/A	N/A		Baseline to be established	N/A	
PA 9	Percentage of HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning	N/A	N/A		Baseline to be established	N/A	
PA 10	Number of external Adult Social Care staff that have received Adult Safeguarding Training, including e-learning	N/A	N/A		Baseline to be established	N/A	
<b><u>PA 11</u></b>	% of items of equipment and adaptations delivered within 7 working days (Previously CSS 5)	96.65	94		N/A	N/A	
PA 12	Clients receiving a review as a percentage of adult clients receiving a service (Previously PCS 6)	79.15	80		80	N/A	

<sup>14</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>15</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

### Service Delivery

PA 13	Percentage of people receiving a statement of their needs and how they will be met (Previously PCS 5)	99.15	99		99	N/A	
PA 14	Proportion of People using Social Care who receive self-directed support and those receiving Direct Payments (ASCOF 1C)	26.98%	35%				
PA 15	Permanent Admissions to residential and nursing care homes per 1,000 population (ASCOF 2A)	105.05	108.74				
PA 16	Delayed transfers of care from hospital, and those which are attributable to adult social care (ASCOF 2C)	4.27	N/A				
PA 17	Proportion of Older People Supported to live at Home through provision of a social care package as a % of Older People population for Halton	14.4%	14.6%		14.8%	15%	15.2%
<b><u>PA 18</u></b>	Repeat incidents of domestic violence (Previously NI 32)	25%	27%		27%	27%	27%

<sup>15</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>16</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

**Quality**

<b><u>PA 19</u></b>	Number of people fully independent on discharge from intermediate care/reablement services	N/A	40%		N/A	N/A	
PA 20	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B)	68.83	70%				
PA 21	The Proportion of people who use services and carers who find it easy to find information about support – Adult Social Care Survey (ASCOF 3D)	65.6%	65%				
PA 22	The Proportion of People who use services who feel safe – Adult Social Care Survey (ASCOF 4A)	53.1%	53%				
PA 23	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)	N/A	N/A				
PA 24	Achievement in meeting standards for the control system for animal health	Level 1	Level 1		Level 1	Level 1	
<b><u>PA 25</u></b>	a) % of scheduled Local Air Pollution Control audits carried out	N/A	90%		93%		
	b) % of Local Air Pollution Control Audits being broadly compliant.	N/A	75%		78%		

<sup>16</sup> Key Indicators are identified by an **underlined reference in bold type**.

Ref <sup>17</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

### Quality

PA 26	Food Establishments in the Area which are broadly compliant with Food Hygiene Law	87%	75%		78%		
PA 27	a) % of high risk Health & Safety inspections undertaken b) Number of unrated premises (and premises not currently high risk) subject to targeted interventions and risk rated under new statutory risk rating system	100% 68%	100% 200		100% 200		
PA 28	Placeholder: Overarching Trading Standards Measure (TBC)						

### Fair Access

PA 29	Percentage of adults assessed in year where ethnicity is not stated Key threshold <10% (Previously PCS 4)	0.9	0.5		0.5	N/A	
PA 30	Proportion of Adults with Learning Disabilities in paid employment (ASCOF 1E)	7%	7%				

<sup>17</sup> Key Indicators are identified by an **underlined reference in bold type**.



Ref <sup>18</sup>	Description	Halton 10/11 Actual	Halton 11/12 Target	Halton 11/12 Actual	Halton Targets		
					12/13	13/14	14/15

Area Partner Indicators							
PA 31	All-age all cause mortality rate Males (Previously NI 120a)	853.1	858.8		850.2	841.7	833.3
PA 32	All-age all cause mortality rate Females (Previously NI 120b)	586.5	627.1		620.8	614.6	608.5
PA 33	Mortality rate from all circulatory diseases at ages under 75 (Previously NI 121)	96.8	91.8		89	87.2	85.5
PA 34	Mortality from all cancers at ages under 75 (Previously NI 122)	149.5	145		140	135	130
PA 35	16+ current smoking rate prevalence – rate of quitters per 100,000 population (Previously NI 123)	1223	1223.55		1228.5	1263.62	1268.2

<sup>18</sup> Key Indicators are identified by an **underlined reference in bold type**.

## NATIONAL POLICY GUIDANCE/DRIVERS

<b>Local Government</b>	
<i>Comprehensive Spending Review</i>	With the continued Coalition Government's Comprehensive Spending Review, the Council has on-going budgetary pressures and each Directorate will need to ensure that they effectively contribute to the Authority's response to dealing with the current economic climate.
<i>Equity and Excellence: Liberating the NHS</i>	The Government's long-term vision for the future of the NHS. The vision builds on the core values and principles of the NHS - a comprehensive service, available to all, free at the point of use, based on need, not ability to pay.
<i>A Vision for Adult Social Care: Capable Communities and Active Citizens</i>	The Coalition Government's commitment to reforming the system of social care in England to provide more control for individuals and their carers. The vision focuses on the commitment to: break down barriers between health and social care funding to incentivise preventative action; extend the greater rollout of personal budgets to give people and their carers more control and purchasing power; and use direct payments to carers and better community-based provision to improve access to respite care. Associated supporting documents include: <ul style="list-style-type: none"> <li>○ Practical Approaches to improving the lives of disabled and older people through building stronger communities;</li> <li>○ Practical Approaches to Safeguarding and Personalisation;</li> <li>○ Practical Approaches to Co-production;</li> <li>○ Practical Approaches to Market and Provider Development; and</li> <li>○ Transparency in Outcomes: a framework for adult social care – Consultation on Proposals.</li> </ul>
<i>Localism Bill 2010</i>	This legislation has been introduced to support the Coalition Government's Big Society agenda and contains a package of reforms that will "establish powerful new rights to communities, revolutionise the planning system and give communities control over housing decisions".
<i>National Dementia Strategy</i>	The strategy should result in significant improvements in the quality of services provided to people with Dementia and should promote greater understanding of the causes and consequences of dementia. This strategy should be a catalyst for change in the way that people with dementia are viewed and cared for in England.
<i>A Better Quality of Life</i>	UK strategy for sustainable development.
<i>Community Strategy</i>	The Local Government Act 2000 places a statutory duty on Local Authorities to produce a community strategy for its area. This should aim to enhance the quality of life of local communities through actions to improve the economic, social and environmental wellbeing of the area and its inhabitants.
<i>Care Quality Commission (CQC)</i>	The Care Quality Commission will regulate and improve the quality of health and social care and look after the interests of people detained under the Mental Health Act.
<i>CQC Safeguarding Inspection</i>	Areas for improvement have been identified and these will be a priority for the Directorate.
<i>National Autism Strategy</i>	Autism is a lifelong developmental disability and although some people can live relatively independently, others will have high

	dependency needs requiring a lifetime of specialist care. Published on 3 March 2010, the strategy sets a clear framework for all mainstream services across the public sector to work together for adults with autism.
<i>National Healthy Eating Agenda</i>	The national healthy eating agenda and guidelines outlines the need to have a school meal service that meets all national requirements around provision and healthy eating.
<i>Valuing People Now</i>	The first national learning disability strategy <i>Valuing People</i> was published in 2001. While the vision of <i>Valuing People</i> was universally welcomed, it is generally acknowledged that implementation was variable, with a mix of very good practice and very bad. This new three-year strategy refreshes and updates the original. While the principles for people with learning disabilities remain the same – inclusion, rights, control and independent living – there is a new focus on implementation. The strategy sets out a structure for delivery covering national, regional and local levels, and identifies the responsibilities of roles and groups within this structure.
<i>Healthy Lives, Healthy People 2010</i>	This White Paper stipulates a strengthened focus on public health. It places new public health responsibilities and resources in local government. A ring-fenced grant will be made available to Local Authorities. It commits to tackling health inequalities and establishes an integrated new service in Public Health England (PHE).
<i>Transforming Social Care</i>	Is the first formal guidance outlining actions that local authorities are required to undertake in order to implement the 'personalisation agenda'. The guidance states that 'in the future, all individuals eligible for publicly funded adult social care will have a personal budget, a clear, upfront allocation of funding to enable them to make informed choices about how best to meet their needs, including their broader health and wellbeing'.
<i>Putting People First</i>	A shared vision and commitment to the transformation of adult social care outlines the aims and values which will guide the development of a new, high quality care system which is fair, accessible and responsive to people's individual needs.
<i>Quality Framework for Adult Social Care 2011</i>	The DH has produced two reports – Transparency in outcomes: a framework for quality in adult social care – a response to the consultation and next steps, and the 2011/12 outcomes framework which came into force April 2011.
<i>Neighbourhood Renewal: the National Strategy Action Plan</i>	The Government's vision for narrowing the gap between deprived neighbourhoods and the rest of the country, so that within 10 to 20 years no-one should be seriously disadvantaged by where they live.
<i>Welfare Reform Bill</i>	The bill proposes a radical shake up of the welfare system.
<i>Fair Access to Care Services</i>	Sets down the range of criteria, which Local Authorities must use to establish what Social Care services and support can be provided to people who ask them for help.
<i>DfT Blue Badge Scheme LA Guidance 2011</i>	On 14 February 2011, the Government announced a programme of reforms to modernise the scheme. The reforms will deliver the most comprehensive changes to the Blue Badge scheme for 40 years.
<i>Adult Social Care – Self Assessment</i>	Self-assessment continues to be a key source of evidence of achievements in improving outcomes for people who use adult social care services. It allows adult social care services to assess and make judgments about their own performance, using local

	evidence, including the views of people using services and support, and it provides a basis for regulators to assess improvements in outcomes alongside other evidence.
<i>Sport England Strategy 2008 - 2011</i>	The strategy focuses on a new "world leading community sport system" to maximise English sporting success in all forms, which is of particular importance in the lead up to 2012. The Olympics and Paralympic Games 2012 has provided Sport England with a once in a lifetime opportunity to inspire people and to take part and succeed in sport.
<i>Common Sense, Common Safety 2010</i>	Lord Young's review of health and safety law.
<i>Health &amp; Social Care Bill 2011</i>	The Health and Social Care Bill was introduced in the House of Commons on the 19 <sup>th</sup> January 2011. The Bill is directly relevant for local government in its proposals relating to the new public health service and the transfer of local health improvement services to local authorities.
<i>Places People Play</i>	Places People Play is a £135 million initiative, launched November 2010, it brings additional funding into grassroots sport. It will bring the inspiration and magic of a home Olympics and Paralympics into the heart of local communities, encouraging more people to get involved in sport.
<i>National Governing Bodies (Sport)</i>	National Governing Bodies of sport provide a major role in getting people to start, stay and succeed in sport. Sport England remains committed to providing support and guidance to governing bodies to ensure the development of individual sports. A number of National Governing Bodies have produced facility development strategies.
<i>Department for Communities &amp; Local Government - Planning Policy Guidance</i>	The most relevant for sports purposes is Planning Policy Guidance 17: Planning for Open Space, Sport and Recreation, which requires the Council to demonstrate that it has sufficient open space, including sports facilities, by undertaking an Open Space Audit.
<i>Intermediate Care Halfway Home</i>	This guidance is intended to provide clarification for intermediate care and how it should work in relation to other local services. It builds on existing guidance and also includes information on: the Inclusion of adults of all ages; renewed emphasis on those at risk of admission to residential care; inclusion of people with dementia or mental health needs; flexibility over the length of the time-limited period; integration with mainstream health and social care; timely access to specialist support as needed; joint commissioning of a wide range of integrated services to fulfil the intermediate care function, including social care re-ablement; and governance of the quality and performance of services



**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 3<sup>rd</sup> January 2012

**REPORTING OFFICER:** Strategic Director Policy & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Annual Report for Adult Social Care, Children and Young People and Corporate Complaints 2010/ 11

**WARDS:** All

### **1.0 PURPOSE OF THE REPORT**

1.1 To report and provide an analysis on complaints processed under all three of the Council's Complaints Procedures during 2010/11.

### **2.0 RECOMMENDATION: That:**

(1) **That the contents of the report be noted.**

### **3.0 SUPPORTING INFORMATION**

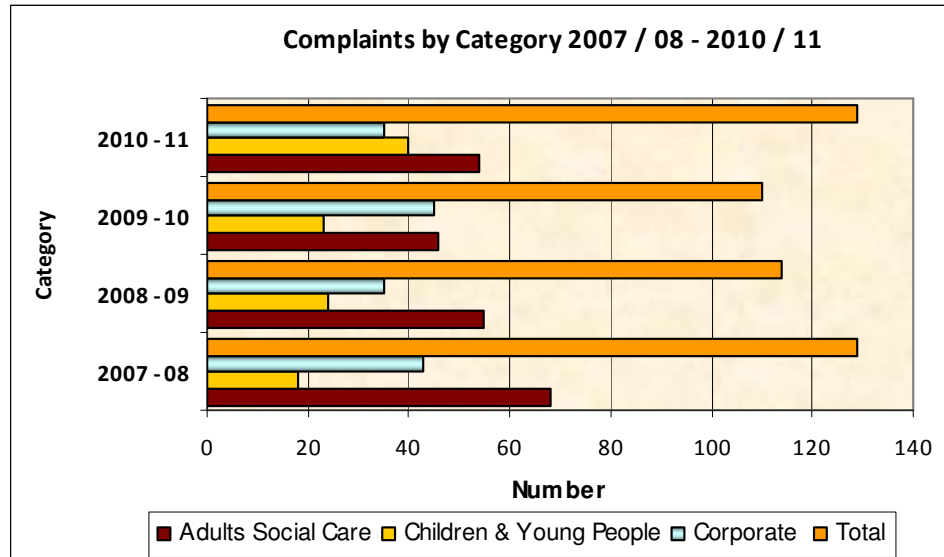
#### **Context**

- 3.1 The Council presently has a statutory responsibility to administer complaints in relation to Children and Young People and Adult Social Care. Additionally the Council also administers a procedure to deal with Corporate complaints whereby the public can seek redress if they believe Council departments have failed to deliver a satisfactory level of service.
- 3.2 Although the complaint procedures are administered separately Directorates do liaise with one another with regard to complaints which possess aspects that could possibly be considered by more than one of the procedures.
- 3.3 The procedures share a staged approach to complaint handling, target times for responses, and the aim of resolving all complaints swiftly, and wherever possible by the people who provide the service. When complaints are received that have not been raised previously, they are normally directed to the relevant department as an informal complaint to be investigated as a service improvement opportunity.
- 3.4 However, the procedures differ in the number of stages they have, Adult Social Care has two stages, whilst Corporate and Children and Young People both have three stages. If the Council cannot resolve complaints to the satisfaction of complainants they can be further considered by the Local Government Ombudsman. The stages of each of the procedures are documented in Appendix 1.

#### 4.0 COMPLAINTS TREND ANALYSIS 2010/11.

##### Overview

4.1 The chart below provides a breakdown of the number of complaints received for each of the financial years from 2007/ 08 to 2010 /11.



4.2 Whilst falling slightly year on year the levels of complaints received during 2010/ 11 is at exactly the same as that during 2007/ 08. However, this relatively slight rise does not reflect a concentration of complaints upon a particular service area.

4.3 The table below shows the number of complaints received and resolved during 2010/11 by the three separate complaints procedures, and the success rate for replying to complainants within the target time for stage one complaints. The figures for complaints received in 2009/10 are shown in italics for comparison purposes.

Complaint Stage	Corporate Complaints	Adults Social Care	Children & Young People	Total
Number of complaints resolved at Stage 1.	<b>31</b> <i>(41)</i>	<b>50</b> <i>(46)</i>	<b>40</b> <i>(23)</i>	<b>129</b> <i>(110)</i>
Proportion replied to within target time	<b>82%</b> <i>(93%)</i>	<b>72%</b> <i>(80%)</i>	<b>100 %</b> <i>(100%)</i>	<b>85%</b> <i>(89)</i>
Complaints proceeding to Stage 2	<b>4</b> <i>(3)</i>	<b>4</b> <i>(3)</i>	<b>0</b> <i>(0)</i>	<b>8</b> <i>(6)</i>
Complaints proceeding to Stage 3	<b>0</b> <i>(0)</i>	N/A	<b>0</b> <i>(0)</i>	<b>0</b> <i>(0)</i>
Complaints proceeding to the Ombudsman	<b>0</b> <i>(1)</i>	<b>0</b> <i>(2)</i>	<b>0</b> <i>(0)</i>	<b>0</b> <i>(3)</i>
<b>Total</b>	<b>35</b>	<b>54</b>	<b>40</b>	<b>129</b>

- 4.4 The table below shows the Corporate complaints received by Directorate and the target time response rate in 2010/11. The figures for 2009/10 are shown in brackets for comparison purposes. There were no complaints received during the year that that proceeded to stage three of the procedure or to the Local Government Ombudsman

Resolution Analysis	Adults Social Care	Children & Young People	Environment & Economy	Resources	Total
Number resolved at Stage 1	<b>6</b> (4)	<b>1</b> (0)	<b>23</b> (21)	<b>2</b> (16)	<b>32</b> (41)
Replied within target time	<b>72%</b> (75)	<b>100%</b> (0)	<b>57%</b> (90)	<b>100%</b> (100)	<b>82%</b> (93)
Number resolved at Stage 2	<b>0</b> (1)	<b>1</b> (0)	<b>2</b> (1)	<b>0</b> (1)	<b>3</b> (3)
Replied within target time	<b>n / a</b> (100%)	<b>100%</b> (0)	<b>100%</b> (100%)	<b>n / a</b> (100%)	<b>100%</b> (100%)

- 4.5 A significant proportion of stage 1, and all of stage 2, Corporate complaints were dealt with within target times. Whilst every effort is made to respond within existing timeframes the availability of staff may occasionally result in times scales becoming slightly extended and efforts are made to keep complainants fully informed of progress.

### **Further Analysis of Corporate Complaints**

- 4.6 The following table provides an analysis of the number of Corporate complaints for each Directorate for the period 2007/2008 to 2010/2011.

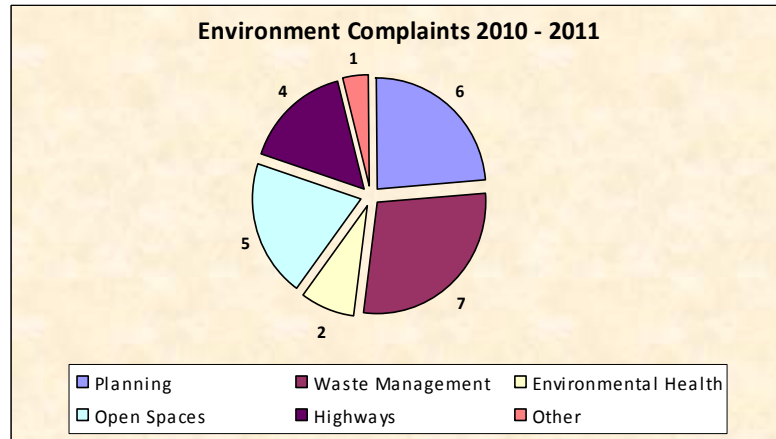
Year	Adults & Community	Children & Young People	Environment & Economy	Resources	Total
07/08	7	2	13	21	43
08/09	2	1	21	11	35
09/10	6	0	22	17	45
<b>10 / 11</b>	<b>6</b>	<b>2</b>	<b>25</b>	<b>2</b>	<b>35</b>

- 4.7 As can be seen from the table above 2010/ 11 saw a significant fall in relation to complaints relating to the Resources Directorate upon the preceding year. In 2009/10 a notable number of complaints related to Halton Direct Link and new automated arrangements for cash collection and the overpayment / failure to pay in relation to Council Tax / Housing Benefit. A continuing increase in the number of residents paying by Direct Debit during 2010/11 may have been influential in this regard.



4.8 The greatest proportion of Corporate complaints in 2010/ 11 fell within the former Environment and Economy Directorate<sup>1</sup>. This would be as expected as the majority of complaints relating to Adults and Communities and Children and Young People would be dealt with through their own procedures.

4.9 The following chart reflects the complaints received by service area.



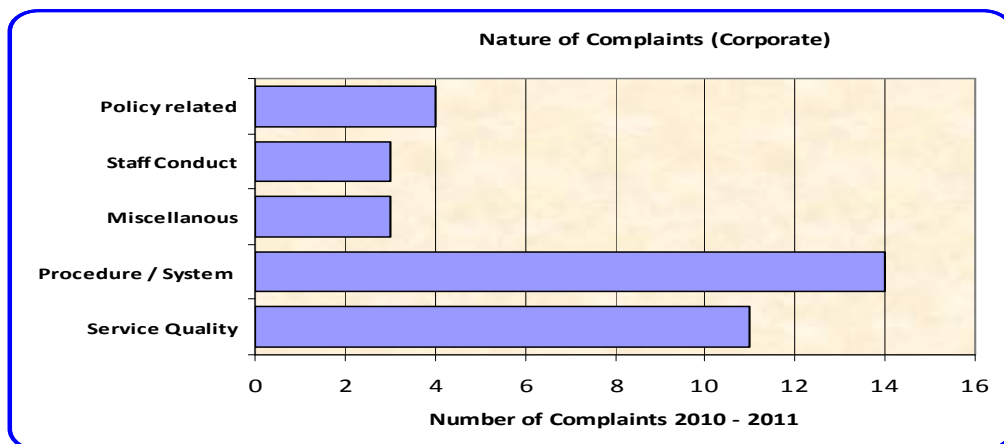
4.10 Of these 25 complaints 6 were planning related, four of which involved the same planning application, and 7 related to waste collection. Of the remaining complaints, no single issue was dominant with complaints including the gritting of footpaths, noise and odour pollution and landscape related issues.

4.11 Five of the six complaints within Adults and Communities related to the provision the homeless service with one relating to advice concerning an application for a Disabled Facilities Grant.

4.12 Both of the complaints relating to the Resources Directorate related to incorrect invoicing and apologies were provided and revised invoices produced.

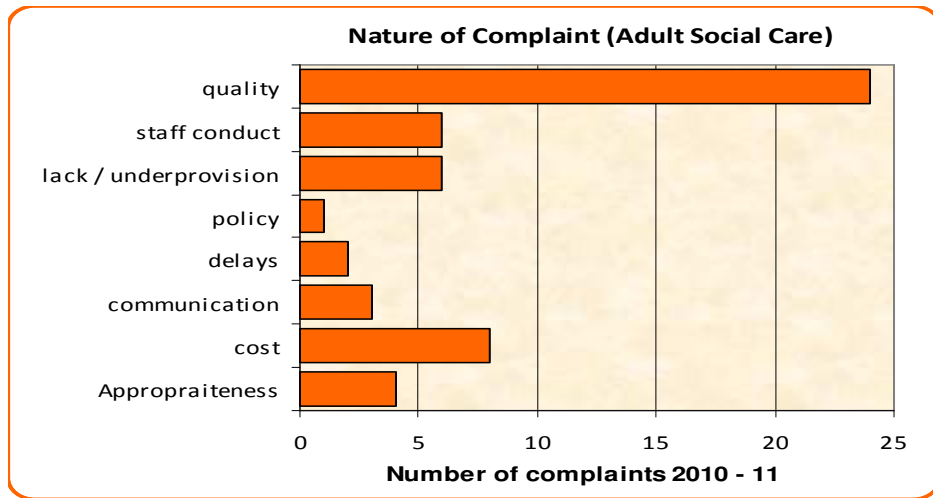
**Nature of Complaints**

4.13 The graph below shows the classification of the Corporate complaints received during 2010/ 11.

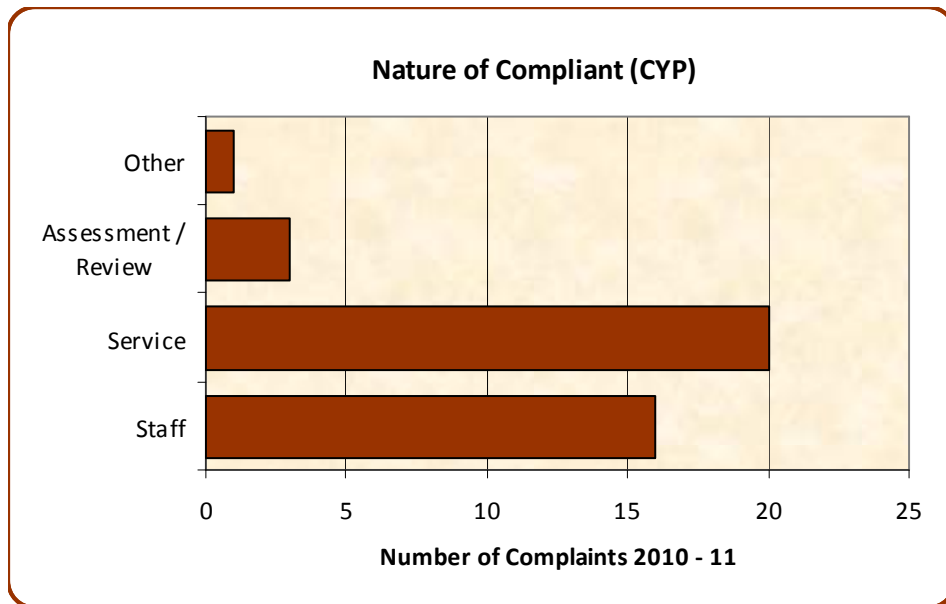


<sup>1</sup> From April 2011 the departments within the Environment Directorate was amalgamated into the remaining three Directorates of the Council following an organisational restructure.

4.14 The chart below shows the reason for each Adult Social Care complaint analysed by category for 2010/11. A more detailed analysis was reported to the Healthy Halton Policy and Performance Board.



4.15 The chart below shows the reason for each Children and Young People complaint analysed by category for 2010/11. A more detailed analysis was reported to the Children and Young People Policy and Performance Board.



## 5.0 THE OUTCOME OF COMPLAINTS

5.1 The following tables provide a breakdown of the numbers of complaints across each of the three complaints procedures that were upheld, partially upheld or not upheld during 2010/11. For comparison figures for 2009/10 have also been included in brackets for the purposes of comparison.

### Outcomes of Corporate Complaints 2010/11

Outcome	Adults & Community	Children & Young People	Environment	Resources	Total	Percent
Upheld	<b>2</b> (2)	<b>1</b> (n/a)	<b>9</b> (12)	<b>2</b> (9)	<b>14</b> (23)	<b>40%</b> (51%)
Partially Upheld	<b>4</b> (2)	<b>0</b> (n/a)	<b>2</b> (3)	<b>0</b> (3)	<b>6</b> (8)	<b>17%</b> (18%)
Not Upheld	<b>0</b> (2)	<b>1</b> (n/a)	<b>14</b> (7)	<b>0</b> (5)	<b>15</b> (14)	<b>43%</b> (31%)

### Outcomes of Adult Social Care and Children & Young People Complaints 2010/11

Outcome	Adult Social Care		Children & Young People*	
	Number	Percent	Number	Percent
Upheld	<b>20</b> (14)	<b>37%</b> (29%)	<b>3</b> (1)	<b>10%</b> (4.5%)
Partially Upheld	<b>17</b> (25)	<b>31.5%</b> (55%)	<b>3</b> (1)	<b>10%</b> (4.5%)
Not Upheld	<b>17</b> (7)	<b>31.5%</b> (16%)	<b>25</b> (21)	<b>80%</b> (91%)

\* Of the original 40 complaints recorded there are a total of 9 complaints that were either withdrawn, extended beyond the financial year or passed for action outside of the complaints procedure.

## 6.0 WHAT HAVE WE LEARNED FROM COMPLAINTS AND CHANGED AS A RESULT?

6.1 Analysis of the complaints and comments the Council receives provide essential information to help shape and develop services. They complement the wide range of consultation exercises that the Council undertakes (including postal and telephone surveys, open forums, consultation days etc).

6.2 Whilst complaints have resulted in changes for individuals, collectively the Council uses this information, to help improve the services we provide or commission.

6.3 Examples of improvements made as a result of complaints in the last year include:

- A new transport reporting system has been developed, that can be updated on a weekly basis to reduce the risk of overcharging.
- Clearer documentation was developed about charges for services which has helped reduce complaints of misunderstanding of this area,
- Introduction of a pilot electronic monitoring project of Provider staff care visits, to monitor for missed, late or short calls.
- Following complaints, a Care Agency was placed on intensive monitoring visits by the contracts team.
- Halving of complaints regarding the waiting time for an assessment for an adaptation, and the provision of those adaptations.
- Communication between the clients, their family/representative and services is a theme identified in complaints and cuts across all services. Issues involving individual workers are addressed via managers during the supervision process to inform individual learning.
- A joint complaints protocol has been agreed, with the 5 Borough Partnership, Halton & St Helen's NHS, Knowsley and St Helens councils and local hospital trusts, on how complaints that concern more than one of the organisations will be handled. Intermediate Care will follow the same principles.
- Development of regular assessment monitoring and role shadowing for all Housing Solutions Advice Officers to improve the quality of advice provided.
- A review of how the authority deals with any future name changes on the highway network and to ensure that the relevant messages are conveyed to the public.
- Ensuring that assisted waste collections for all registered properties are carried out.

## **7.0 POLICY IMPLICATIONS**

7.1 Complaints provide essential information and inform the development of Halton Borough Council services and policies. The Corporate Complaints Procedure is regularly reviewed to ensure it continues to conform to best practice and remains fit for purpose.

## **8.0 OTHER IMPLICATIONS**

- 8.1 Improvement and quality assessment agendas increasingly consider the robustness of complaints procedures and how they are demonstrably used to inform and drive change.

## **9.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 9.1 It is important for the Council to have robust complaint procedures in place to improve service delivery and ultimately help the achievement of all of its six strategic priority areas.

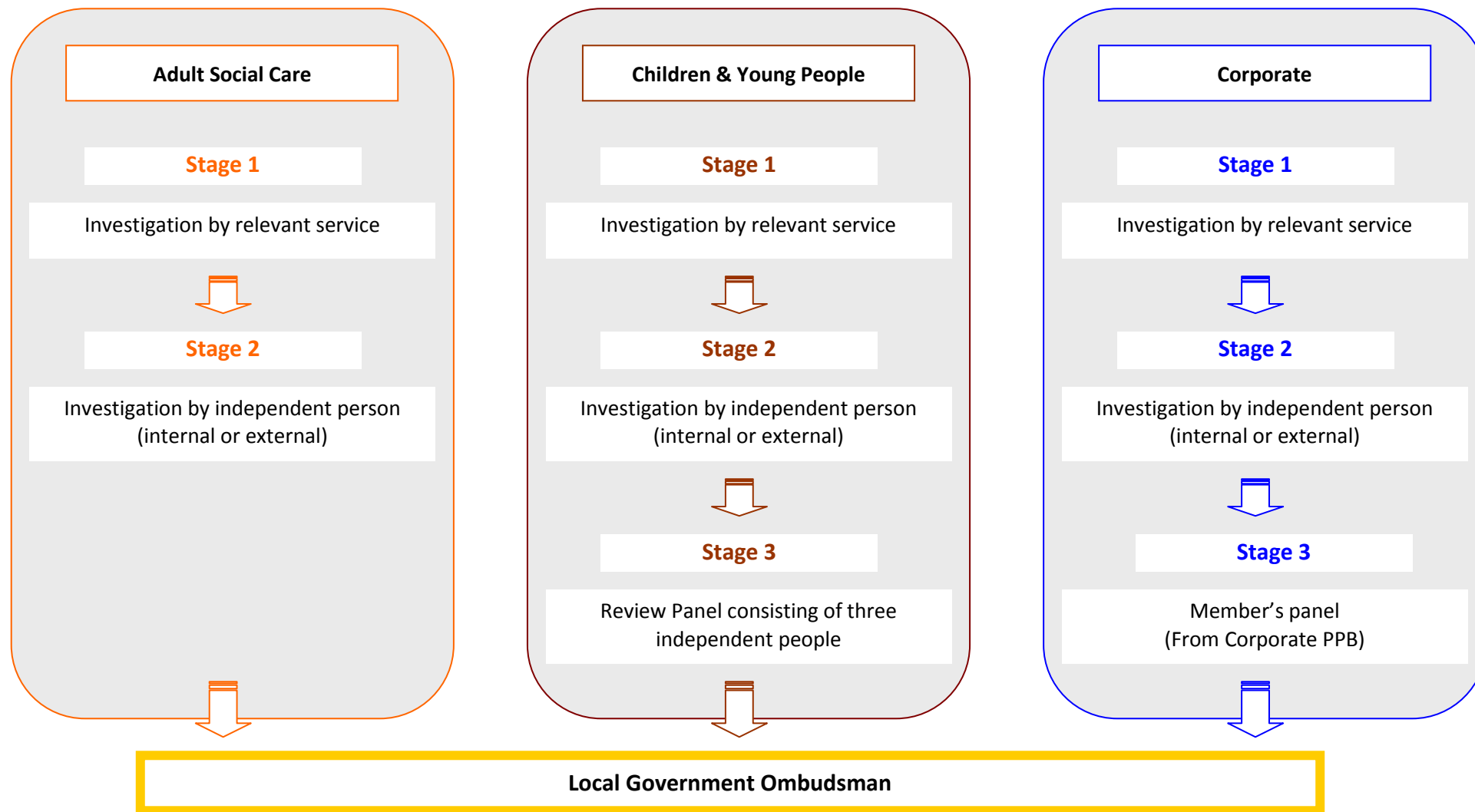
## **10.0 RISK ANALYSIS**

- 10.1 A weak complaints process will fail individuals who want to use it and prevent the organisation from learning from complaints.

## **11.0 EQUALITY AND DIVERSITY ISSUES**

- 11.1 All complaint forms are issued with a separate form for monitoring diversity of complainants with regard to age, disability, ethnicity and gender. Unfortunately the majority of corporate complainants choose not to return the monitoring form with their complaint so information collected is extremely limited.

### Council Complaint Procedures



**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 3<sup>rd</sup> January 2012

**REPORTING OFFICER:** Strategic Director Policy and Resources

**SUBJECT:** Performance Management Reports for Quarter 2 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 second quarter of 2011/12 (to September 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 second 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 The way in which the traffic light symbols and direction of travel indicators have been used to reflect progress is explained within the attached Appendix.

#### **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**

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






## Appendix: Explanation of Use of Symbols

Symbols are used in the following manner:

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

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

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Policy & Resources
<b><u>Department:</u></b>	Policy, Planning & Transportation (Extract)
<b><u>Period:</u></b>	Quarter 2 - 1 <sup>st</sup> July – 30 <sup>th</sup> September 2011

### 1.0 Introduction

This monitoring report covers the Policy, Planning and Transportation Department second quarter period up to 30<sup>th</sup> September 2011. It describes key developments and progress against all 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 the Appendix of the covering report.

### 2.0 Key Developments

#### Policy & Development Services

##### Policy

The Policy and Strategy Library on the Intranet was launched at the beginning of September 2011. The library is designed to hold copies of any policy, plan or strategy published solely by the Council or in partnership with another organisation(s). It is a single definitive location for all Council policy documents to enable easy access to the suite of documents produced to support services in the delivery of the Sustainable Community Strategy and Corporate Plan objectives.

The link to the Policy Library: <http://svcrmsgl2:45000/policystrategy/default.aspx>  
There continues to be extensive work on the development and review of policies and strategies. Examples of these include the recent review and update of 33 policies associated with the Adoption process and the Dignity in Care Scrutiny review, which received final ratification by Executive Board in September 2011. This scrutiny review was led by Members from the Health PPB in conjunction with officers from adult social care, with support from Policy and Strategy.

The Core Strategy has been submitted to the Planning Inspectorate and the Waste Development Plan Document has been approved for final stage of consultation as well as the Hot Food Takeaways Supplementary Planning Document which has been placed on public consultation. The Residents' Survey has been delivered out into the community with a deadline for completion set at the end of October 2011.

To support the development of the Corporate People Strategy a corporate Workforce Profile survey was completed with an 87% completion rate and a separate Staff Survey was also undertaken.

The new Corporate Plan has been approved by Corporate PPB and Executive Board and will go to Full Council in October 2011. An approval to adopt the Child and Family Poverty Strategy and Community Engagement Strategy will be sought during October.

### **Performance & Improvement**

Recommendations resulting from a review of the Council's existing performance framework were approved by Executive Board in September 2011. This was to ensure that our Council's organisational arrangements for the monitoring and management of performance remain robust and fit for purpose.

Additionally support, advice and guidance has been provided by the Performance & Improvement Division to support the continuing inspection regimes for both Children's Services and Adult Social Care. For Children's services this includes evaluating performance in relation to the Ofsted Children's Services Assessment framework, following publication of Ofsted June and August 2011 profiles. For Adult Social Care work is ongoing to prepare for the introduction of new returns for 2011/12 -The Adult Social Care Outcomes Framework (ASCOF) designed to be of value both locally and nationally to demonstrate the achievement of outcomes for people who use adult social care services. In addition, some staffing returns have been revised to provide a definitive source of adult workforce data –Skills for Care National Minimum Data Set (NMDS-SC).

Going forward, it is proposed that in terms of data collections, there are likely to be new returns introduced capturing activity, finance and safeguarding. The Performance & Improvement Division will continue to monitor for, and respond to, changes in statutory reporting.

### **Health and Safety & Risk Management**

The Health and Safety team have introduced several electronic systems to assist officers in meeting their health and safety responsibilities. The latest is an electronic risk assessment system that is based on the Intranet. This will ensure governance and management control over the completion of premises and occupational risk assessments. A further system is being developed for the Stress Risk Assessments.

The Risk Management policy is being reviewed and provides a framework for corporate risks to be managed and subsequently embedded. An efficient risk management process will allow the Authority to anticipate and respond to changes in the working environment and thereby minimise the risks of damage or loss.

The process has been refined and it is proposed that the Authority retain risk registers at Corporate and Directorate levels and that high risk and treatment

measures at Departmental level are assessed and reported within the Departmental Quarterly Monitoring Reporting process.

### **Emergency Planning**

The Health and Safety Executive have informed us that there are two new Top-Tier Control of Major Accident Hazards (COMAH) sites in Widnes. Following formal notification, Off-Site Emergency Plans will be prepared for both sites.

Following the Council restructure in April, the Council's Major Emergency Plan and Emergency Response Contacts Directory have been updated and reissued.

The Emergency Planning team is continuing to assist all Directorates with the review and update of Business Continuity Plans, and updating the Corporate Business Continuity Plan.

## **3.0 Emerging Issues**

### **Policy & Development Services**

There are four key Bills being tracked with interest as they will have a wide ranging impact on the role and governance arrangements of local government. These are the Housing & Social Care Bill, Education Bill, Policing & Social Responsibility Bill and finally the Localism Bill.

#### Health and Social Care Bill

Following the findings of the NHS Future Forum the Health and Social Care Bill has continued to progress through the parliamentary process. The first reading took place on 8 September. This stage is a formality that signals the start of the Bill's journey through the Lords. The second reading - the general debate on all aspects of the Bill - is scheduled to take place on 11 October 2011.

At a local level, Terms of Reference for the Health and Wellbeing Board have been widely consulted upon and any necessary amendments made during this process. The existing Health Partnership Board will hold its final meeting on 13<sup>th</sup> October 2011 and it is envisaged that the new Health and Wellbeing Board will hold its first meeting sometime in November.

#### 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 26<sup>th</sup> January 2011. Line by line examination of the Bill will take place in October 2011 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. Following agreement by both Houses on the text of the Bill it received Royal Assent on 15th September. This Bill is now an Act of Parliament (law).

### 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 13<sup>th</sup> December 2010. Line by line examination of the Bill continues and it is anticipated the report will be presented to the House of Lords on 10 October 2011.

### Housing

The Localism Bill will place a statutory duty on Local Authorities to develop a Tenancy Strategy which will guide Registered Providers (RPs - formerly Registered Social Landlords/RSLs) on the types of tenancy they should offer to local people. Although there is no requirement to publish a policy until 12 months after adoption of the Localism Bill, RPs can start to offer fixed term tenancies if they wish from April 2012.

Consequently an Interim Tenancy Strategy is in the process of being developed which will provide guidance until a full Strategy is developed. Halton's Core Strategy contains a policy covering the provision of affordable housing on development sites. Work is underway to develop further guidance on how the policy will operate once the Core Strategy is adopted. The guidance will form part of the Local Development Framework.

### **Performance & Improvement**

Going forward, greater emphasis will be placed on sector self-regulation supported by a knowledge hub that, from early 2012, enables open access to Local Authority data profiles to support sector lead improvement initiatives. For Children's Services profiles are currently being developed by the Centre for Excellence and Outcomes in Children and Young People's Services (C4EO). These are proposed to contain lists of potential indicators under five themes: Early years, Families, Young People, Care and Adoption and Attainment. Previously most of this information was contained in the Ofsted Children's Services Annual Assessment profile.

A sixth profile will be produced specifically on safeguarding following on from the work of Professor Munro.

Halton has been asked to contribute to the development of this model having received an outstanding grade for 'Performance Management and Quality Assurance' in the February 2011 Safeguarding & Looked After Children's Inspection. Following on from this, the Department for Education (DfE) intervention team will come to Halton on 9th November 2011 to spend a day with us to look at what a good council looks like on the Children side. As part of this visit the Performance & Improvement team will deliver a presentation to see what "good" and "outstanding" looks like in terms of supporting Safeguarding, Children in Care and Children in Need.

For Adult Social Care, the sector is placing greater emphasis on self-regulation and improvement. The definition of improvement is broad and spans continuous improvement in high performing councils, through to councils where intervention might be considered necessary. The proposed model - adopted jointly by LGG and The Association of Directors of Adult Social Services (ADASS) with partners - seeks to dovetail local and national accountabilities. The initial emphasis will be on adult social services, encompassing health and wellbeing by 2013. A key component is the preparation of a short accessible 'local account' during 2011/12, which Halton is looking to develop.

#### 4.0 Service Objectives / milestones

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

<b>Total</b>	<b>12</b>		11		0		1
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With the exception of the examination in public of the Core Strategy all key service objectives are being delivered as planned and further details of progress are provided within Appendix 1.




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

<b>Total</b>	<b>8</b>		6		0		2
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Some slight delay has occurred in relation to the adoption of Climate Change and Child Poverty strategies and further details of progress are provided within Appendix 2.

## 5.0 Performance indicators

### 5.1 Progress Against 'key' performance indicators

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

### 5.2 Progress Against 'other' performance indicators

Total	1		1		0		0
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The indicator relevant to this board relates to the satisfaction of internal customers and will be reported following the survey being conducted later in the year.

## 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. No 'high' risk, treatment measures were identified.

## 7.0 Progress against high priority equality actions

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 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 'other' performance indicators
- Appendix 4 Financial Statement





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

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

Milestones	Progress Q 2	Supporting Commentary
Adoption of the Children and Young People's Plan 2011 – 2016. <b>April 2011</b>		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, Executive Board and Full Council and the final version is now available.
Adoption of Local Transport Plan 3 2011 – 2026. <b>April 2011</b>		The Local Transport Plan 3 has been completed and submitted to the Department of Transport.
Adoption of Sustainable Community Strategy. <b>April 2011</b>		The Sustainable Community Strategy has been adopted by the Halton Strategic Partnership Board and the Council.
Adoption of Corporate Plan 2011 - 2016. <b>October 2011</b>		The Corporate Plan has been approved by both the Executive Board and Corporate Services Policy and Performance Board. The Corporate Plan will go to Full Council in October.
Examination in Public for the Core Strategy. <b>May 2011</b>		The Core Strategy was submitted to the Planning Inspectorate in September 2011 as further technical studies became available. A further Examination in Public is programmed to start at the end of November 2011.
Consultation on Site Allocations Development Plan Document. <b>October 2011</b>		Early consultation has been undertaken via the 'Call for Sites' Process.
Waste Development Plan Document (DPD) Examination in Public. <b>November 2011</b>		The Joint Waste DPD will undergo consultation during November 2011. The Waste DPD is being produced by Halton, Liverpool, St Helens, Knowsley, Wirral and Sefton as a joint document.


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

Ref	Objective
PPT 02	<b>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.</b>

Milestones	Progress Q 2	Supporting Commentary
Monitor performance against the Sustainable Community Strategy Targets 2008-11 and review delivery plans with partners <b>June 2011</b> .		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.
Review Council and partnership performance frameworks <b>October 2011</b> .		<p>Recommendations resulting from a review of the Council's existing performance framework were approved by Executive Board in September 2011 to ensure that our Council's organisational arrangements for the monitoring and management of performance remain robust and fit for purpose.</p> <p>The consideration of future performance management and monitoring arrangements has run in tandem with the development of a revised Sustainable Community Strategy and Delivery and the Corporate plan for the period 2011-16. These plans identified local priorities at a partnership level and organisational level respectively. Work to identify key performance measures and targets with partners to improve outcomes for each of the priority areas, is now at an advanced stage.</p> <p>In some areas given changing national frameworks, placeholder measures have been included pending finalisation of new reporting requirements and further regulatory changes.</p>



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

Ref	Objective
<b>PPT 02 [Continued]</b>	<b>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.</b>

Milestones	Progress Q 2	Supporting Commentary
Redesign the performance framework for Adult Social Care having regard to the Department of Health "Transparency in Outcomes" framework and the Care Quality Commission <b>March 2012</b> .		<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. 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> <p>Thus, performance measures from the new statutory and revised statutory returns e.g. Adult Social Care Survey, ASCOF (Adult Social Care Outcomes Framework), RAP (Referrals, Assessments, Packages of Care), ASCAR (Adults Social Care Combined Activity Return) have been embedded in Directorate Business Plans, monthly performance reports e.g NI130 Personalisation. The Care Quality Commission now monitors twenty eight Provider Quality Standards (Outcomes). In Halton this is assessed by the Quality Assurance team in the Communities Directorate who inspect Halton Providers. Discussions are ongoing with the Quality Assurance Team to ensure this information is captured and reported to Members.</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 2	Supporting Commentary
Revise Children and Young Persons' performance framework having regard to new inspection arrangements for Schools <b>December 2011.</b>		<p>New Performance Management Framework was agreed with the Children's Trust on 06<sup>th</sup> September which considers the new inspection arrangements for Schools and the Children's Services Assessment.</p> <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>
Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate <b>March 2012.</b>		<p>Plans are in place to ensure all relevant documentation for future announced and unannounced inspections are uploaded into a Children's Trust repository ready for easy access within any future inspection. Ofsted is currently running a consultation on future inspection frameworks to which the Performance &amp; Improvement Team have coordinated a response from the Local Authority.</p> <p>Ofsted is also currently consulting on proposals for the arrangements for LA Children's services inspections focusing on the child's journey as a key element in the inspection of child protection and for children in care. The Division will continue to monitor developments as they are announced.</p>




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

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

Milestones	Progress Q 2	Supporting Commentary
<i>Adoption of Climate Change Strategy – June 2011</i>		A draft strategy will be produced by the end of the financial year.
<i>Adoption of Child Poverty Strategy – June 2011</i>		The draft strategy will be presented to the Executive Board for adoption in October 2011
<i>Publish State of the Borough Report – July 2011</i>		An updated State of the Borough Report has been published
<i>Adoption of the Core Strategy by the Council following public examination December 2011.</i>		The Core Strategy Hearing will commence during November. Adoption is dependent upon the speed of the Planning Inspectorate and timetable of the Examination in Public.


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

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 2	Supporting Commentary
<i>Subject to funding, commission a local perception survey Sept 2011 and analyse the results <b>March 2012.</b></i>		Survey has been approved and has been delivered to residents for completion during October. Project is on track and expected to be delivered within timescales.
<i>Conduct a satisfaction survey for all non transactional services <b>February 2012.</b></i>		To be progressed in conjunction with Research & Intelligence.
Analyse, evaluate and disseminate the results of the Adult Social Care Survey <b>June 2011.</b>		<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 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 2: Progress Against 'other' 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 2	Supporting Commentary
Needs analysis to support the Team Around the Family and targeted interventions in the Children's and Young People's Directorate <b>March 2012</b> .		A Team Around the Family case study has been developed for the Enhanced Partnership Working Project and continued support has been provided on TAF developments through the Early Help & Support strategic sub group of the Children's Trust. The IWST performance report has also been redesigned in order to improve the use of the data in managing performance and assessing need.

**Appendix 3: Progress Against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
PPT LI 04	Satisfaction of internal customers	New Indicator	Refer to comment			N/A	An internal customer satisfaction survey is intended to be conducted in January/February by the Research & Intelligence team. Additional information will be provided as this becomes available.



**Appendix 4: Financial Statement****POLICY, PLANNING & TRANSPORTATION DEPARTMENT****Revenue Budget as at 30th September 2011**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend) £'000
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	6,244	3,166	3,115	51
Other Premises	278	156	139	17
Hired & Contracted Services	557	160	138	22
Supplies & Services	372	164	146	18
Street Lighting	1,733	691	698	(7)
Highways Maintenance	2,364	910	904	6
Bridges	89	20	13	7
Fleet Transport	1,322	656	671	(15)
Lease Car Contracts	786	641	641	0
Bus Support – Halton Hopper Tickets	163	78	82	(4)
Bus Support	703	234	234	0
Out of Borough Transport	51	21	15	6
Finance Charges	358	311	311	0
Grants to Voluntary Organisations	83	41	41	0
NRA Levy	60	30	30	0
<b>Total Expenditure</b>	<b>15,163</b>	<b>7,279</b>	<b>7,178</b>	<b>101</b>
<b><u>Income</u></b>				
Sales	-247	-153	-160	7
Planning Fees	-416	-166	-195	29
Building Control Fees	-182	-91	-120	29
Other Fees & Charges	-486	-229	-303	74
Rents	-14	-7	-7	0
Grants & Reimbursements	-504	-200	-210	10
School SLAs	-27	0	0	0
Recharge to Capital	-359	-29	-29	0
Contribution from Reserves	-73	-34	-40	6
Total Income	-2,308	-909	-1,064	155
<b>Net Controllable Expenditure</b>	<b>12,855</b>	<b>6,370</b>	<b>6,114</b>	<b>256</b>

**Appendix 4: Financial Statement**

<b>Recharges</b>				
Premises Support	810	207	207	0
Transport Recharges	461	230	214	16
Asset Charges	8,748	0	0	0
Central Support Recharges	2,606	854	854	0
Departmental Support Recharges	352	1	1	0
Support Recharges Income – Transport	-3,896	-1,959	-1,939	(20)
Support Recharges Income – Non Transport	-3,577	-866	-866	0
<b>Net Total Recharges</b>	<b>5,504</b>	<b>-1,533</b>	<b>-1,529</b>	<b>(4)</b>
<b>Net Departmental Total</b>	<b>18,359</b>	<b>4,837</b>	<b>4,585</b>	<b>252</b>

**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 2 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, Highway Development & Policy & Strategy, Development & Building Control & Contaminated Land divisions.

Supplies & Services and Hired & Contracted Services are below budget due to a combination of small variances to date across all the divisions. However, there is insufficient budget for the room hire for the Emergency Centre at the Stadium so Supplies & Services may be higher than budget at the financial year end unless this can be met elsewhere.

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. These income streams are above budget to date as a result of exceptionally large applications due to large developments. These are one off items so the high income level is not expected to continue in future years.

Fees and charges are above budget to date partly due to MOT fees performing better than anticipated at this point in time. The remaining variance relates to Street Lighting where there have been additional road closures, higher than expected number of defects and overstay by statutory undertakers (For example, Utility Companies). This will not continue as statutory undertakers are taking action to improve their efficiency and standards of work to avoid incurring these charges.

With regards to 11/12 budget savings, these are all expected to be achieved. **Because of a policy decision being required to enable the switching off of street lights it is anticipated that the anticipated 2011/12 saving against this item will be met from savings elsewhere in the maintenance budget.**

At this stage it is anticipated that overall spend will be in line with the Departmental budget by the financial year-end.

**Appendix 4: Financial Statement**
**POLICY, PLANNING & TRANSPORTATION**
**Capital Projects as at 30th September 2011**

	2011/12 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
<b><u>Local Transport Plan</u></b>				
<b>Bridges &amp; Highway Maintenance</b>				
Bridge Assessment, Strengthening & Maintenance	4,915	1,095	974	3,941
Road Maintenance	1,483	615	593	890
<b>Total Bridge &amp; Highway Maintenance</b>	<b>6,398</b>	<b>1,710</b>	<b>1,567</b>	<b>4,831</b>
<b>Integrated Transport</b>	<b>535</b>	<b>83</b>	<b>45</b>	<b>490</b>
<b>Network Management &amp; Street Lighting</b>	<b>145</b>	<b>42</b>	<b>16</b>	<b>129</b>
<b>Total Local Transport Plan</b>	<b>7,078</b>	<b>1,835</b>	<b>1,628</b>	<b>5,450</b>
<b><u>Halton Borough Council</u></b>				
Early Land Acquisition Mersey Gateway	28,870	5,842	2,964	25,906
Development Costs Mersey Gateway	5,000	2,076	812	4,188
Flood Defence	106	30	0	106
Street lighting – Structural Maintenance	200	90	59	141
Risk Management	120	40	0	120
Fleet Replacements	370	268	270	100
<b>Total Halton Borough Council</b>	<b>34,666</b>	<b>8,346</b>	<b>4,105</b>	<b>30,561</b>
<b>Growth Point Award</b>	<b>642</b>	<b>642</b>	<b>131</b>	<b>511</b>
<b><u>Section 106/External Funded Work</u></b>				
B&Q Site – Public Transport	39	0	0	39
Asda Runcorn	60	0	0	60
Pot Hole Repairs	348	150	38	310
<b>Total Section 106/External Funded Work</b>	<b>447</b>	<b>150</b>	<b>38</b>	<b>403</b>
<b>Total Capital Programme</b>	<b>42,833</b>	<b>10,973</b>	<b>5,902</b>	<b>36,931</b>

## Departmental Quarterly Monitoring Report

**Directorate:** Policy and Resources

**Department:** Finance

**Period:** Quarter 2 – 1<sup>st</sup> July 2011 to 30<sup>th</sup> September 2011

### 1.0 Introduction

This monitoring report covers the Finance Department's second quarter period up to 30<sup>th</sup> September 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 the Appendix of the covering report.

### 2.0 Key Developments

#### **Revenues and Benefits Division**

##### **Benefits**

At 30<sup>th</sup> September 2011 processing times are one of the best within both Merseyside and Greater Manchester, with new claims being processed on average within 13.72 days and changes in circumstances being processed in 3.0 days. This is an improvement on the same time last year when new claims were being processed in 14.57 days and the changes in circumstances figure was 4.39.

##### **Revenues**

Council Tax collection has remained on par with last year. Direct Debit take up is currently running at 69.31% which is up 1.38% on last year

##### **Welfare Rights**

The demand for the service remains high and the achievements of the Team continue. As an example, at the end Quarter 2 the amount of client debt that the Team have under negotiation is £718k. This is an increase of £400k on the same time last year.

### **Halton Direct Link (HDL) and Contact Centre**

The Council's Efficiency Review of the Contact Centre continues. The 'As Is' report went to the Efficiency Programme Board at the end of June and staff workshops to capture suggestions for future service delivery were held in July. The To Be options paper detailing the options for future service delivery went to management team and the Efficiency Programme Board in September and the final 'To Be' report including staffing structures will be presented at the Programme Board in October. It is expected that staff will receive communication outlining the proposals towards the end of October.

Work has been on going with the One Stop Shops, Contact Centre, ICT Services and Waste Management for the development of the new Waste Permit Scheme for vans using the household waste recycling centres. It is anticipated that this will see an increase in both calls to Contact Centre and visits to the One Stop Shops when this service goes live. It is anticipated that approximately 6000 permits will be issued each year. Training for the staff was held in September and the service will go live on October 10<sup>th</sup> 2011.

### **Efficiency Programme Office**

Of the range of workstreams currently being progressed within the Programme, milestones achieved within the reporting period include the completion of the 'As-Is' stage of the Contact Centre Review and the drawing up of 'To-Be' options which have been considered by the Efficiency Programme Board. Development of the 'To-be' design is now in progress.

'To-Be' options for the existing Major Projects, Business Development and External Funding services are in draft and will be considered during October. Work on processes within the Markets service is ongoing and should result in more robust and efficient day to day operating processes.

An intranet based 'I Want HR' portal is nearing completion and initially this will enable submission and processing of mileage claims electronically. Further HR applications will be added in due course. In addition, the implementation of electronic document workflow into the HR department is now in progress.

'As-Is' reports are in draft for the Development Services workstream, Community Services workstream, Income & Charging workstream, Traded Services workstream, and the final element of the Operational Fleet and Client Transport workstream.

### **Financial Management Division**

The Audit Commission has completed the audit of the Council's 2010/11 year-end accounts. They provided an unqualified audit opinion and reported their findings to the Business Efficiency Board on 28<sup>th</sup> September 2011, at which the Council's Statement of Accounts was also approved for publication.

The Audit Commission's report highlighted the Council's success in preparing the accounts for the first time in full compliance with International Financial Reporting Standards (IFRS) and emphasised the Council's robust financial management and good financial standing as providing a sound basis for addressing the forthcoming financial challenges. They also concluded that the Council provided good value for money in the delivery of services and arrangements are in place for securing economy, efficiency and effectiveness in the use of the Council's resources. The Statement of Accounts has now been published and is available, along with a brief summary version and the Audit Commission's report, on the Council's website (link to [Annual Accounts](#)).

Preparation of the Council's 2012/13 Budget has commenced in line with the Medium Term Financial Strategy, which will be reported to the Executive Board on 17<sup>th</sup> November 2011. Support is being provided to Members and Directorates in the development of savings options.

Inflation has continued to rise during this quarter with the Consumer Prices Index (CPI) now at 4.5%, well above the Bank of England's 2% target rate and the Retail Price Index (RPI), which includes mortgage costs, now at 5.2%. The main upward pressure on inflation is coming from clothing, fuel and utility costs. The impact of rising inflation is continuing to be monitored closely in terms of spending against the Council's 2011/12 budget.

#### **Audit & Operational Finance Division**

In the second quarter of 2011/12, 91.99% of all invoices processed had been paid within 30 days, which is a slight improvement on 2010/11 performance. The way in which the Council processes its invoices continues to be reviewed under the Transactional Services workstream of the Efficiency programme. Work is ongoing with ICT Services to implement a more efficient means of processing non-Purchase Order invoices. It is anticipated that a new ICT solution will be implemented later this year.

The Council's cash in transit service is currently provided by G4S under a framework agreement tendered by Knowsley MBC. The current agreement will expire at the end of March 2012 so Knowsley MBC is undertaking a joint tender exercise on behalf of itself, Cheshire East Council, Cheshire West and Chester Council, Halton Borough Council, Liverpool City Council, Merseytravel, Sefton Council, St Helen's Council and Wirral Council. It is intended that the new contract will run for a period of three years from April 2012.

### 3.0 Emerging Issues

#### **Revenues and Benefits Division**

##### **Benefits**

The government has issued a consultation document on its proposals for the new Council Tax rebate scheme to replace Council Tax Benefit from 1<sup>st</sup> April 2013. This is a major change to the current system because the early indications are that local authorities will receive a set amount of funding which will be 10% lower than current funding. Councils will have some discretion on how to distribute it to claimants but there are stipulations such as the protection of current benefit levels for pensioners. A briefing paper has been issued to Members setting out the key changes and policy decisions that will have to be made.

A consultation paper regarding the implementation of the Single Fraud Investigation Service (SFIS) has also been issued with details of options that are being proposed. The original intention was that LA Fraud staff would transfer to DWP on 1<sup>st</sup> April 2013 but, due to the time constraints, the DWP have now put forward alternative options. The main proposal being that LA Fraud staff remain employed by the LA but operate under DWP powers and polices.

A further consultation paper has also been received. This is in relation to the localisation of Community Care Grants and Crisis Loans which is due to transfer to LAs from April 2013. It is intended that the current grants/loans will be replaced with locally determined support which will meet occasions of severe hardship. The consultation has requested LA views on the best ways that local support could be delivered.

Changes to the Local Housing Allowance (LHA) come into effect from 1<sup>st</sup> January 2012. This will result in a lower Housing Benefit awards for new claimants aged under 35. Existing claimants affected by the changes will see reductions in their Housing Benefit over the coming year when their case is reviewed after 1<sup>st</sup> January 2012. This could have an impact on the level of rent arrears as well as homelessness.

##### **Revenues**

###### Council Tax

With the requirement for a Council Tax referendum if Council Tax is set above the Governments limit, there needs to be some work undertaken to estimate the financial cost implications if a referendum were needed.

###### Business Rates

Having received Parliamentary approval, the rate of small business rate relief has been doubled from 1<sup>st</sup> October 2011, returning to the level applicable from the start of the financial year. This amendment has been undertaken by the NNDR team and amended bills have been issued to ratepayers, in order to reflect this alteration. As a result, a significant number of recipients have now overpaid their NNDR accounts and refunds are to be sent to the relevant ratepayers. Daresbury Science Campus has recently been named as an Enterprise Zone.

### **Halton Direct Link (HDL) and Contact Centre**

The government announced a national Blue Badge Reform Programme: Blue Badge Improvement Service, which will be introduced in January 2012. This has been introduced to create a national database of Blue Badge holders and to reduce fraud. A group of people including staff from HDL, ICT services and Adult Social Care are working on the initiative to ensure all processes are in place for the launch. The scheme will mean that whilst customers will still apply for a blue badge within Halton at the One Stop Shops, they will no longer be issued on the day and instead will be processed at a national centre and sent out. There will also be an increase in cost for the badges for the public from £2 to approximately £10.

### **Financial Management Division**

The Government has launched a consultation in relation to the proposals for Business Rates Retention as part of the Local Government Resource Review, with a deadline for responses of 24<sup>th</sup> October 2011. This will involve councils retaining locally raised business rates and will have a significant impact upon the future resources available to the Council. Halton will be providing a response in addition to contributing to joint responses by the Liverpool City Region and Sigoma. A report regarding the consultation will be presented to Executive Board on 13<sup>th</sup> October 2011.

The Government has confirmed the overall funding for the Mersey Gateway bridge project, for which details are awaited.

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.

### **Audit & Operational Finance Division**

#### **External Audit**

Details of how the procurement process for the external audit of local authorities from 2012/13 have been published. The key points are:

- The work is to be packaged into ten lots across four geographical regions. The lots range in size from £5 million to £12 million and cover the full range of local public bodies. Shortlisted firms may bid for all the lots, but will only be awarded one lot per region. This is to ensure that the Audit Commission is able to continue to meet its statutory functions in relation to auditor appointments, including managing any independence issues that may arise and consulting meaningfully with audited bodies on proposed appointments; and

The Audit Commission will decide, in consultation with DCLG, whether to award three or five year contracts, commencing from the audit of the 2012/13 accounts. Decisions about the length of the contracts will be taken before the contract award in February 2012 and will be linked to the government's timetable for the



introduction of, and transition to, new local public audit arrangements, and for the disbandment of the Commission. DCLG has indicated it will wish to seek views from audited bodies on the potential value for money benefits of having five-year rather than three-year contracts, if having five-year contracts would delay the point at which local bodies could begin to appoint their own auditors.

#### Internal Audit

Internal Audit will report details of the audit work completed in the second quarter of 2011/12 to the Business Efficiency Board at its next meeting on 9 November 2011.

#### Client Finance

Following the closure of the cash offices in March 2011 alternative arrangements were implemented to pay weekly personal allowances to individuals for whom the Council acts as 'Corporate Appointee'.

The new arrangements allowed 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. The unreliability of the postal system has however undermined the effectiveness of these arrangements. A decision has therefore been taken to terminate the agreement with the Post Office and to arrange for personal allowances to be collected from the two main HDL offices.

#### Code of Recommended Practice for Local Authorities on Data Transparency

The government has just published the final Code of Recommended Practice for council transparency, with ministers saying they were "minded" – subject to consultation – to make it legally binding. The Code calls on local authorities to follow three principles of transparency when publishing data – "Demand-led", "Open" and "Timely".

It also sets out the minimum datasets that should be released for reuse. These are:

- expenditure over £500, (including costs, supplier and transaction information)
- senior employee salaries, names, budgets and responsibilities of staff paid over £58,200
- an organisational chart
- the 'pay multiple' – the ratio between the highest paid salary and the median average salary of the whole of the authority's workforce
- councillor allowances and expenses
- copies of contracts and tenders to businesses and to the voluntary community and social enterprise sector
- grants to the voluntary community and social enterprise sector
- policies, performance, external audits and key inspections and key indicators on the authorities' fiscal and financial position
- the location of public land and building assets and key attribute information

- that is normally recorded on asset registers
- data of democratic running of the local authority including the constitution, election results, committee minutes, decision-making processes and records of decisions.

#### 4.0 Service Objectives / milestones

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

<b>Total</b>	<b>7</b>		<b>7</b>		<b>0</b>		<b>0</b>
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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

<b>Total</b>	<b>10</b>		<b>10</b>		<b>0</b>		<b>0</b>
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All 'other' objectives/milestones for the Department are on track to be achieved and details are provided within Appendix 2.



#### 5.0 Performance indicators

##### 5.1 Progress Against 'key' performance indicators

<b>Total</b>	<b>5</b>		<b>5</b>		<b>0</b>		<b>0</b>
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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 3.

## 5.2 Progress Against 'other' performance indicators

<b>Total</b>	<b>5</b>		<b>5</b>		<b>0</b>		<b>0</b>
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All of the Department's remaining performance indicators are on track to be achieved and details are provided within 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.

No 'high' risk, treatment measures were identified.

## 7.0 Progress against high priority equality actions

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 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 1: Progress Against 'key' objectives / milestones**

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



Milestones	Progress Q2	Supporting Commentary
Report Medium Term Financial Strategy to Executive Board <b>November 2011</b>		On track to report the Strategy to Executive Board on 17 <sup>th</sup> November 2011.
Report to Council in <b>March 2012</b>		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 Q2	Supporting Commentary
Provide <b>monthly</b> financial reports to budget holders within 8 days of month end		Reports all issued on schedule to date.
Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports		Quarter 2 reports have been provided on schedule to Operational Directors.
Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board Sub Committee.		2011/12 Quarter 1 was reported to Executive Board on 8 <sup>th</sup> September 2011, which highlighted a number of potential pressures emerging for which is required to keep spending within budget by year-end. Quarter 2 will be reported on 3 <sup>rd</sup> November 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 Q2	Supporting Commentary
Complete the Draft Abstract of Accounts by <b>30<sup>th</sup> June 2011</b> .		The draft Abstract of Accounts was prepared and signed-off by the Operational Director, Finance by 30 <sup>th</sup> June 2011.
Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2011</b> .		The Abstract of Accounts has been approved by the Business Efficiency Board and was published via the Council's website on 30 <sup>th</sup> September 2011.

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

Ref	Objective
<b>FSO4</b>	<b><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></b>




Milestones	Progress Q2	Supporting Commentary
<i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by <b>April 2011</b>.</i>		The 2011/12 Treasury Management Policy was approved by Full Council on 2 <sup>nd</sup> March 2011.
<i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i>		2011/12 Quarter 1 was reported to Executive Board Sub Committee on 8 <sup>th</sup> September 2011. Quarter 2 will be reported on 3 <sup>rd</sup> November 2011.

Ref	Objective
<b>FS O5</b>	<b><i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i></b>

Milestones	Progress Q2	Supporting Commentary
<i>Report prudential indicators to Council in <b>March 2011</b>.</i>		The 2011/12 Prudential Indicators were approved by Council on 2 <sup>nd</sup> March 2011.
<i>Provide monitoring reports to the Executive Board Sub-Committee <b>on a quarterly basis</b>.</i>		2011/12 Quarter 1 was reported to Executive Board on 8 <sup>th</sup> September 2011, showing 75% of planned spending at that stage. The Capital Programme for Quarter 2 will be reported on 3 <sup>rd</sup> November 2011.




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

Ref	Objective
FS O6	<b>Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.</b>

Milestones	Progress Q2	Supporting Commentary
Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2011/12 <b>June 2011</b> .		The 2011/12 Internal Audit Plan received approval from the Business Efficiency Board on 9 March 2011.
Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment. A commentary on the audit work undertaken will be provided in <b>quarterly</b> progress reports to Business Efficiency Board.		At the end of quarter 2 of 2011/12, 47.24 per cent of the planned audit days for the year had been delivered. The second quarterly progress report will be presented to the Business Efficiency Board at its November 2011 meeting.
Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report (2010/11) to the Business Efficiency Board <b>June 2011</b> .		An overall opinion on the Council's system of internal control was provided in the Internal Audit Annual Report (2010/11) approved by the Business Efficiency Board on 29 June 2011.

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









Ref	Objective
FS 07	<b>Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.</b>



Milestones	Progress Q2	Supporting Commentary
Develop the new Procurement Centre of Excellence to ensure only experienced officers are sourcing goods		Completed. The Centre of excellence now offers sourcing to the whole council via the Chest E Portal system in line with Standing Orders.
Develop a Category Management Approach to procurement and identify target areas for attention		Completed. The team has three Category Managers leading for each of the three Directorates
Implement a new Agency Staff contract and include all current suppliers		Completed. Agency Staff contract is in place and working effectively bringing savings to the Council.











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

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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<b>Corporate Health</b>							
<b>FSLI 01</b>	Receive an unqualified audit opinion on the accounts	Yes	Yes	Yes			The Audit Commission provided an unqualified opinion on the 2010/11 accounts and reported their findings to the Business Efficiency Board on 28 <sup>th</sup> September 2011.
<b>FSLI 04</b>	Percentage of all invoices that were paid within 30 days	90.67	91	91.99			0.56% up on the same time last year.
<b>FSLI 05</b>	Proportion of Council Tax collected	97.00	96.50	57.49			This is on par with last year which was a record year for collection
<b>FSLI 06</b>	The percentage of Business Rates which should have been received during the year that were received	97.59	97.75	56.92			2.94% down on same time last year.  Collection, nationally is down and is due to the current economic climate



<b>Cost &amp; Efficiency</b>							
<b>FSLI 08</b>	Achieve investment returns for the year higher than benchmark.	2.19%	0.46%	1.16%			The Council's investment interest continues to be above the benchmark, however, as previous fixed rate investments have now come to an end the actual rates achieved are coming more into line with the benchmark.

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

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Corporate Health</b>							
FSLI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes			The Audit Commission's 2010/11 Annual Governance Report stated that the financial statements audit <i>'has not identified any material weaknesses in internal control'</i> and that <i>'the Council has a proven track record of maintaining spend within budget'</i> .
FSLI 03	Receive positive comment (annually) from the External Auditor concerning reliability of internal audit work.	Yes	Yes	Yes			In presenting its 2010/11 Annual Governance Report to the Business Efficiency Board, the Audit Commission reported that it continues to place reliance on the work of internal audit.
FSLI 09	Average time for processing new claims (Housing & Council Tax Benefit)	14.71	19	13.72			Improvement of 0.85 days on same time last year (Quarter 2 2010/11 14.57) Again noted improvement as compared to Quarter 1.
FSLI 10	Average time for processing notifications of changes in circumstances	4.15	5.4	3.3			Improvement of 1.09 days on same time last year (Quarter 2 2010/11 4.39 days) Further reductions noted for Quarter 1 2011/12 3.65 days.

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

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Quality							
FSLI 11	Maintain the proportion of all eligible schools buying back financial services.	83	83	83			All existing SLA schools have chosen to buy-back from Financial Management for 2011/12.

<b>Appendix 5: Financial Statement</b>
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**FINANCE DEPARTMENT****Revenue Budget as at 30<sup>th</sup> September 2011**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend) £'000
	£'000	£'000	£'000	
<b><u>Expenditure</u></b>				
Employees	7,602	3,691	3,705	(14)
Supplies & Services	384	243	230	13
Other Premises	122	90	44	46
Agency Related	1	0	1	(1)
Insurances	2,001	1,406	1,398	8
Charitable Relief	103	0	0	0
Concessionary Travel	2,236	932	931	1
Council Tax Benefits	11,194	11,121	11,121	0
Rent Allowances	47,590	24,330	24,330	0
Non HRA Rebates	101	34	34	0
<b>Total Expenditure</b>	<b>71,334</b>	<b>41,847</b>	<b>41,794</b>	<b>53</b>
<b><u>Income</u></b>				
Fees & Charges	-41	-20	-39	19
SLA to Schools	-1,126	-644	-644	0
NNDR Administration Grant	-169	0	0	0
Hsg Ben Administration Grant	-1,346	-336	-337	1
Rent Allowances	-46,992	-25,047	-25,047	0
Council Tax Benefits Grant	-11,060	-5,597	-5,597	0
Other Grants & Reimbursements	-799	-586	-599	13
Liability Orders	-345	-172	-179	7
Non HRA Rent Rebates	-101	-44	-44	0
<b>Total Income</b>	<b>-61,979</b>	<b>-32,446</b>	<b>-32,486</b>	<b>40</b>
<b>Net Controllable Expenditure</b>	<b>9,355</b>	<b>9,401</b>	<b>9,308</b>	<b>93</b>
<b><u>Recharges</u></b>				
Premises	367	165	190	(25)
Transport	88	44	43	1
Asset Charges	469	165	165	0
Central Support Service	1,062	530	531	(1)
Support Service Income	-6,460	-3,229	-3,229	0
<b>Net Total Recharges</b>	<b>-4,474</b>	<b>-2,325</b>	<b>-2,300</b>	<b>(25)</b>
<b>Net Department Total</b>	<b>4,881</b>	<b>7,076</b>	<b>7,008</b>	<b>68</b>

<b>Appendix 5: Financial Statement</b>
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**Comments on the above figures:**

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

With regards to expenditure, employee costs are slightly higher than budget due to the HDL Contact Centre efficiency review not taking full effect until March 2012. This is partly being offset by vacancies that exist within the Audit and Operational Finance division. These vacancies will also help to achieve the Department's overall staff turnover savings target.

Other premises costs are currently below budget due to one off business rate rebates resulting from a decrease in the rateable value of some HDL properties.

With regards to income, Fees & Charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and railcards.

Reimbursements & Other Grant income is currently above the budget which is a result of a number of one-off grants being received in respect of Revenues and Benefits to cover any additional administrative costs of implementing DWP policy changes.

The Department's annual budget includes the following 2011/12 savings which have still to be finalised. Work to achieve these savings targets is currently on-going.

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

At this stage it is anticipated that net expenditure will marginally below the overall Departmental budget by the end of the financial year.

## Departmental Quarterly Monitoring Report

**Directorate:** Policy and Resources

**Department:** Legal & Democratic Services

**Period:** Quarter 2 – 1<sup>st</sup> July 2011 to 30<sup>th</sup> September 2011

### 1.0 Introduction

This monitoring report covers Legal and Democratic Services second quarter period up to 30<sup>th</sup> September 2011. It describes key developments and progress against all 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 the Appendix of the covering report.

### 2.0 Key Developments

The Council approved changes to the Procurement Standing Orders in July 2011, the revised changes should see an improvement in efficiency.

Work has continued on developing the Council's website. A major project between Communications and Marketing and I.T. Services is now underway with the first phase working on the content of the website.

The Creamfields 2011 event took place successfully on August Bank Holiday following extensive input from the Licensing Team.

### 3.0 Emerging Issues

The opening of the first phase of the Hive leisure development is due to take place early in Quarter 3, following extensive legal and marketing support.

The Elections team are making preparations for individual registration of electors, effective from the next canvass and the Police Commissioner elections in November 2012.

A conditional funding offer for the Mersey Gateway project is expected in Q3, which will lead to extensive legal & marketing work.

#### 4.0 Service Objectives / milestones

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

<b>Total</b>	<b>2</b>		<b>2</b>		<b>0</b>		<b>0</b>
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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

<b>Total</b>	<b>11</b>		<b>11</b>		<b>0</b>		<b>0</b>
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All 'other' objectives for the service are presently on track and additional details are provided within Appendix 2.

#### 5.0 Performance indicators

##### 5.1 Progress Against 'key' performance indicators

<b>Total</b>	<b>1</b>		<b>1</b>		<b>0</b>		<b>0</b>
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On target with good progress this quarter. Details are in Appendix 3.

##### 5.2 Progress Against 'other' performance indicators

<b>Total</b>	<b>11</b>		<b>6</b>		<b>5</b>		<b>0</b>
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Four indicators, relating to survey data and return of completed register of voter forms, cannot be reported at this time. Of the remaining indicators the majority remain on track, although at this stage there is some uncertainty regarding public engagement with the political process, conveyancing transactions and dealing with child care cases. 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.

No 'high' risk, treatment measures were identified.

## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 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 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 2	Supporting Commentary
Secure renewal of Lexcel & ISO Accreditation <b>January 2012</b>		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 2	Supporting Commentary
Review Constitution <b>May 2011</b>		The Constitution was approved by full Council in April 2011. It was further amended as intended in July 2011.








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

Ref	Objective
LD O3	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively

Milestones	Progress Q 2	Supporting Commentary
To ensure that all members have been given the opportunity of a having a MAP meeting.	<input checked="" type="checkbox"/>	MAP meetings are continually taking place.
To induct all new members – <b>by October 2011</b>	<input checked="" type="checkbox"/>	All new Members have been offered a comprehensive Induction Programme. All four days of the Induction have now been held.



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

Ref	Objective
LD O4	<b>Improve the quality and effectiveness of the Council's communications</b>

Milestones	Progress Q 2	Supporting Commentary
Review implications of new Publicity Code <b>April 2011</b>		The Code was reviewed and possible implications highlighted in a report to Management Team
Review and retender press cutting service <b>March 2012</b>		Investigating other suppliers to compare services provided and costs
New Inside Halton contract to take effect <b>April 2011</b>		First edition under new contract was published in March 2011
Review and update print unit pricing policy <b>April 2011</b>		New print policy and pricing structure has been implemented and is being used
Review and update directorate work programmes <b>April 2011</b>		Meetings have taken place with directorates, plans and targets are being put together for agreement
Customer Satisfaction Survey <b>March 2012</b>		Discussions for a survey due for September 2011 are still taking place.
Review Design and Print Tender <b>June 2011</b>		This is underway. Led by procurement.
Internal Communications survey(as part of Staff Survey) <b>October 2011</b>		A staff survey was issued by the Corporate & Organisational Policy Team at the end of June 2011 so no requirement for another survey.
Retender of InTouch <b>Nov 2011</b>		Current contract has been extended until June 12 when In Touch will form part of the corporate Design and Print tender.



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







Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b><u>LDLI 01</u></b>	No. Of Members with Personal Development Plans (56 Total)	51 (91%)	56 (100%)	48 (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 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
LDLI 02	% of Members attending at least one organised Training Event	87%	100	55%			On target although down on the same time last year. However, at the halfway point of the year, more than half of Members have been on training.


Service Delivery							
LDLI 05	Average Time taken to issue prosecutions from receipt of instructions (working days)	17	10	8			On target. Performance has improved and is better than this time last year.
LDLI 06	Average time taken to complete Conveyancing Transactions	488	300	431			The figure is continually distorted by very complex, long standing matters although the figures are considerably better than last year and last quarter.
LDLI 07	Average time taken to complete Child Care Cases (calendar days)	336	225	265			Child care cases are complex and lengthy and resultant timescales are not always within the control of the legal staff involved. As such, the indicator is a very difficult one to deal with, and can be quickly affected by the volume of cases and the time taken to progress matters through the court process as the profile of safeguarding has been raised. The Legal team work well with colleagues in the Children & Enterprise Directorate.

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

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Fair Access							
LDLI 08	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	211	600	247	?		Figures are better than this time last year, but they are governed by a great extent to the subject matter under discussion.
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	26	?		LDL1 08 is presently showing an uncertain target, as uncertainty exists over whether this target will be met. LDL1 09 is presently showing an uncertain target, though it is up on the same time last year. It should also be noted that the target has increased from 175 last year.
LDLI 10	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	N/A	100	100%		N/A	This is a new indicator this year, so there is no comparable data for 2010/11. Quarter 2 performance is on target.
LDLI 11	% Of those eligible casting a vote in local elections.	60%	30%	34%		N/A	The figure is slightly higher than the target but lower than the same period last year, due to the General Election. Thus, a comparison cannot be made against this years figure.

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

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Fair Access continued</b>							
LDLI 12	% Of completed form A's (register of voters) returned	96%	90	N/A	Refer to comment	N/A	Registration forms will be sent out during August/September 2011. Information should be available in Q3.
LDLI 13	% satisfied that Council keeps residents well informed about its services.	N/A	67	N/A	Refer to comment	N/A	In the absence of a nationally prescribed survey, work is now being progressed to establish a more locally focussed survey to capture community perceptions and satisfaction levels. It is anticipated that such a survey would be undertaken during the autumn of the current financial year.
LDLI 14	% who believe internal communications has improved	64.9	5	NA	Refer to comment	N/A	This is reported annually via the internal communications survey in November 2011.
LDLI 15	% of people satisfied or more than satisfied with visit to Council Website <a href="http://www.halton.gov.uk">www.halton.gov.uk</a>	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 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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<b>Fair Access continued</b>							
LDLI 16	% of customers satisfied or very satisfied with the service of the internal print service	N/A	70	97		N/A	This indicator is new for 2011-12 and shows a positive level is being achieved.
LDLI 17	% take up of press releases	N/A	81	81		N/A	This indicator is new for 2011-12 and shows a positive level is being achieved.
LDLI 18	% satisfaction with Inside Halton	98%	85	NA	Refer to comment	N/A	This is reported annually via the Readers Survey which will take place in December 2011.



## Appendix 5: Financial Statement

## LEGAL &amp; DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30<sup>th</sup> September 2011

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend) £'000
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	2,151	1,093	1,084	9
Supplies & Services	440	247	228	19
Civic Catering & Functions	59	20	14	6
Legal Expenses	246	142	135	7
<b>Total Expenditure</b>	<b>2,896</b>	<b>1,502</b>	<b>1,461</b>	<b>41</b>
<b><u>Income</u></b>				
Land Charges	-96	-51	-51	0
School SLA's	-24	0	0	0
License Income	-315	-139	-111	(28)
Print Unit Fee Income	-303	-151	-80	(71)
Government Grant	-34	-34	-34	0
Other Income	-73	-36	-10	(26)
Transfers from Reserves	-38	-38	-38	0
<b>Total Income</b>	<b>-883</b>	<b>-449</b>	<b>-324</b>	<b>(125)</b>
<b>Net Operational Expenditure</b>	<b>2,013</b>	<b>1,053</b>	<b>1,137</b>	<b>(84)</b>
<b><u>Recharges</u></b>				
Premises Support	485	213	211	2
Transport Recharges	39	20	19	1
Asset Charges	2	0	0	0
Central Support Recharges	708	354	354	0
Support Recharges Income	-2,239	-1,119	-1,119	0
<b>Net Total Recharges</b>	<b>-1,005</b>	<b>-532</b>	<b>-535</b>	<b>3</b>
<b>Net Departmental Total</b>	<b>1,008</b>	<b>521</b>	<b>602</b>	<b>(81)</b>

**Comments on the above figures:**

In overall terms spending is above the budget profile at the end of the quarter 2.

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 not be achieved by the end of the financial year.

Print Unit Fee income is also below the budget. This is the result of saving pressures within the Council, which has had a knock-on effect in the volume of printing being undertaken by Directorates. It is anticipated that this income target will not be achieved by the end of the financial year.

Regarding Other Income, this too is below budget, which is due to the decline in reimbursed court costs. It is anticipated that this income target will not be achieved by the end of the financial year.

At this stage it is anticipated that overall net expenditure will be in the order of £200,000 above budget by the end of the year, primarily as a result of shortfalls in income.

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Policy and Resources
<b><u>Department:</u></b>	ICT & Support Services
<b><u>Period:</u></b>	Quarter 2 – 1 <sup>st</sup> July 2011 to 30 <sup>th</sup> September 2011

### 1.0 Introduction

This monitoring report covers the ICT Services second quarter period up to 30<sup>th</sup> September 2011. It describes key developments and progress against all 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 the Appendix of the covering report.

### 2.0 Key Developments

#### **CAREFIRST 6 PROJECT:**

##### **Children's Directorate**

The Main Children In Need (CIN) teams are now 'Live' together with the Integrated Services Team (IST) and Systems are bedding in well.

CF6 Development groups have been restarted to ensure progress with developing the remaining team builds as well as acting as a change control resource for 'Live' systems.

The Integrated Working Support Team (IWST) are due to go 'Live' on 27th October 2011; with the Emergency Duty Team (EDT) Systems build currently in development; it will form a joint build with the Communities Directorate.

The Young People's Team (YPT) development is due to start during November 2011. The Safeguarding Team's business processes are due to be mapped during November 2011. However, the Permanence, Adoption and Fostering Teams and Children's Centres have not yet been scheduled.

### **Communities Directorate**

Duty Function within ALD (Adults Learning Disabilities) / PSD (Physical Sensory Disabilities) together with Community Bridge Builders are now 'Live'.  
The externally hosted 'Personalisation Portal' is now 'Live'.

Care Arrangers are now 'Live' and their business processes are currently being reviewed. The 'Positive Behaviour Support Service' is also 'Live' with growth within the team resulting in on-going training.

EDT (Emergency Duty Team) systems build is currently in development, this will be a joint build with the Children's Directorate.

Direct Payment is in the System Build stage, this is currently with Finance for any data cleansing requirements and due to go 'live' by the end of October 2011.

The Adult Hospital Teams are undergoing business process development supported by documented and mapped processing. This is estimated to go 'Live' during December 2011.

Halton Supported Housing has had their new system built with a demo due to take place on 5th October 2011. The estimated 'Go Live' date is due for the end of October 2011.

The CF6 builds for the Integrated Assessment Teams (including online self-assessment functionality) / Complex Care are still dependent upon the outcomes of the on-going remaining teams within Communities which are yet to be scheduled.

### **General – CF6**

The latest version of Carefirst (v6.10.1.1) is currently being tested within a Development environment. Meetings are currently underway to discuss the possibility of starting the CareFinancials Implementation Project in parallel to CF6.

Social Care IT based development Helpdesk continues to offer first line support to all Carefirst/ICS users (approx. 650).

### **Information Governance**

We are currently enhancing the Freedom of Information (FOI) system and for records management, and also looking at this being deployed within SharePoint. We have put together a records management survey (still at draft stage) which is intended to go out to all directorates to complete within 2011. Council Privacy Notes are completed and awaiting approval from the ICT Strategy Board. We are also reviewing records retention policy documentation.

### **Tribal Synergy – Pupil Database**

Free School Meals (FSM) are currently trialling sending the weekly FSM reports via email to schools rather than sending hardcopies via the school courier, this will make the process more efficient and provide savings.

We are looking into a new standard reporting tool for all Synergy Users that will deliver savings and allow sharing of reports between ourselves and Synergy Users. We are in the process of moving over from PAF files to LLPG with regard to address matching on Synergy; this again will deliver savings and is currently being trialled in the Synergy 'Live' environment. Synergy Systalk is in the final stages of testing, moving away from the previous importing tool. Systalk does not require incoming files from schools to be formatted and can simply be imported as soon as the files arrive, making the process more efficient with a view to moving towards real time imports rather than weekly.

### **Administrative Support Services**

Corporate storage for all documentation is being developed based at Picow Farm and Moor Lane depot's – this will form a combined RMU (Records Management Unit) based within the Admin Support Service.

This is a large piece of work being undertaken to centralise all storage at Picow Farm Depot and Moor Lane but this will result in the unit being used as storage for all none personal data items. Filing cabinets are being transferred from Rutland House and Runcorn Town Hall. All cabinets and boxes are being logged to enable easy retrieval.

The basement at Grosvenor House has to be emptied and the above will enable the basement at RTH to be used as a combined RMU for Children's and Communities.

50 staff from within the Administration teams are now enrolled on NVQ's, mostly within the subject areas of Business administration and Customer service. The training is being provided by a company called SISCO at no cost to the Authority.

## **3.0 Emerging Issues**

ICT Services in conjunction with the Efficiency Programme have identified potential cash saving in enabling the public to move channels from manned telephone payments to an automatic telephone system. It will soon be possible to pay the majority of council bills (Council Tax for example) via a touch phone. This system (ATT – Automated Touch Tone), will be installed and running by the end of October 2011.

The new Lync Telephony solution will realise real cash savings in the order of £60K as we are able to release leased circuits to various buildings, replacing them with telephony over the network that is owned by HBC. It is planned that all staff will be on Lync by April 1st 2012.

The Intranet based mileage system is being trialled within ICT services this month (September 2011) with a view to going live in December 2011. This will represent substantial savings in courier, paper and resource costs with the (virtual) removal of the green paper forms.

**Web Site**

A considerable amount of analysis has been undertaken over the last 3 months to define and breakdown the areas of development within the corporate web site, this work is now complete and is now fully supported by the directorates and members with phase 2 of the process aimed at updating all content within the site over the next quarter (October 2011 to December 2011). Staffing issues have hindered progress but plans are being put in place to rectify this issue.

New search facilities will also be embedded within the site enabling simpler and more accurate access to the data held within. This project is expected to start by the end of October 2011 following the completion of the procurement process.

**Home Computing Salary Sacrifice:**

The completion of the salary sacrifice scheme for Home Computer and Tablet devices is currently under negotiation, with an expected start date of late October 2011, subject to successful financial, legal completion. Further information will be released to all staff and members over the coming weeks.


**4.0 Service Objectives / milestones**

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

<b>Total</b>	<b>27</b>		26		0		1
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Service objectives are moving forward to plan with a positive performance on all but one of the objectives. 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	8		8		0		0
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All 'other' objectives / milestones are presently on track to achieve annual targets; additional information can be found within Appendix 2.

#### 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 3.

##### 5.2 Progress Against 'other' performance indicators

Total	6		6		0		0
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All performance indicators support the levels of work undertaken to achieve these results in line with the considerable array of major projects underway at the moment. Presently all 'other' Performance Indicators are on track to achieve annual targets and more information can be found in Appendix 4.

#### 6.0 Risk Control Measures

During the development of the 2011 -12 Service activities, the service was required to undertake a risk assessment of all Key Service Objectives. No 'high' risk, treatment measures were identified for the service.

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

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

Milestones	Progress Q 2	Supporting Commentary
Voice Over Internet Protocol (VOIP) Services <b>May 2011</b>		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 <b>May 2011</b>		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 <b>July 2011</b>		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 <b>July 2011</b>		Cisco Edge Network Switch replacement capital bid successful. The switches are now installed as part of the rolling programme in support of the Authority Wide Telephony System (Microsoft Lync)



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

Milestones	Progress Q 2	Supporting Commentary
Wide area wireless networking <b>July 2011</b>		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 testing is now underway.
Cisco Core Switch Replacement <b>July 2011</b>		All Milestones completed as planned.
Tribal Synergy Connect <b>July 2011</b>		
Real time data capture schools <b>June 2011</b>		
CareFirst6 Children in Need (CIN) Teams 1-3 <b>July 2011</b>		
Personalisation CareFirst6 Adults Pilot Role-out <b>July 2011</b>		
Schools Services ICT Review <b>March 2012</b>		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. 8 Schools have accepted the service to date with a target of 35 by the end of 2012.
Active Directory Phase 4 <b>March 2012</b>		The formal rollout of Windows 7, Office 2010 and Lync is now underway with a target date for completion of April 2012.
End of Life PC Replacement Phase 4 <b>March 2012</b>		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 <b>March 2012</b>		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 2	Supporting Commentary
352 PC & Laptop replacements <b>July 2011</b>		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 <b>July 2011</b>		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 3 <b>March 2012</b>		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 <b>March 2012</b>		Plans have been written and a capital bid accepted for the funds to purchase the necessary equipment for the Hardware Replacement.





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

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

Milestones	Progress Q 2	Supporting Commentary
Code of Connection compliance review <b>May 2011</b>		Code of Connection Compliance Documentation has been submitted and accepted by GCSX – the authority is now compliant for a further 12 months.
Corporate wide share point portal Phase 2 <b>August 2011</b>		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) <b>March 2012</b>		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 <b>March 2012</b>		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 <b>March 2012</b>		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 2	Supporting Commentary
Continuing improvements and enhancements to Corporate Service Delivery (CSD) system- <b>March 2012</b>		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- <b>March 2012</b>		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 <b>March 2012</b>		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 <b>March 2012</b>		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 'other' objectives / milestones**

Ref	Objective
<i>ICT O5</i>	<i>Improve service efficiency and improvement through the use of Business Process Re-engineering</i>



Milestones	Progress Q 2	Supporting Commentary
<i>Deliver business transformational projects identified by the corporate Efficiency programme <b>March 2012</b></i>		This work is on-going in line with corporate efficiency and existing ICT work programmes.

Ref	Objective
<i>ICT O6</i>	<i>Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.</i>


Milestones	Progress Q 2	Supporting Commentary
<i>Conduct a Satisfaction survey for ICT &amp; Support Services <b>March 2012</b></i>		The survey is currently being planned. As part of the Windows 7 Rollout a satisfaction survey is carried out following the completion of each user upgrade, this will form the basis of the overall survey upon completion of the project. This approach will enable the department to gather a full record of all users' comments rather than a limited percentage response.
<i>Further Development of I Want IT portal <b>March 2012</b></i>		New services are constantly being added to the 'I Want IT' portal and this is being developed in conjunction with 'I Want Admin' and 'I Want HR'.
<i>Further Implementation of enhanced ICT Service Desk <b>March 2012</b></i>		The ICT Service Desk has been developed and is now in the final stages of testing. The migration is being planned against the roll out of Windows 7 to ensure that the service remains responsive.

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

Ref	Objective
ICT 07	<i>Maintain the continuity of service delivery by ensuring that the Council's telephony services are fit for purpose and meet the needs of the Council and its stakeholders</i>


Milestones	Progress Q 2	Supporting Commentary
<i>Procure and implement new systems / working arrangements by <b>March 2012</b></i>		The installation of Microsoft Lync is now live within ICT Services and some elements of Admin Services. There is a plan in place to roll out to the rest of the Authority over the coming months. The use of Voice Over Internet Protocol (VOIP) technology should have a significant longer-term benefit in respect of telephony costs and the Councils Accommodation and Flexible Working strategies.
<i>100 User Trial Live in Municipal Building <b>May 2011</b></i>		This has been completed.

Ref	Objective
ICT 08	<b>Constantly evaluate and improve the delivery of administrative services across the Council's Corporate and Directorate requirement through the use of business re-engineering</b>

Milestones	Progress Q 2	Supporting Commentary
<i>Deliver administrative transformational projects <b>March 2012</b></i>		The development of the 'I Want Admin' has been completed and is now live. Once customer feedback has been reviewed further developments can be planned.





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



Ref	Objective
ICT 09	Satisfy the administrative needs of the Council's Corporate and Directorate requirement by providing a well trained, efficient and effective administrative shared service

Milestones	Progress Q 2	Supporting Commentary
<i>Implement, monitor and review learning plans for the staff in the Admin Shared Service <b>March 2012</b></i>		Working in partnership with Corporate Training and Halton College 50 members of Admin Services will commence an NVQ in Business Administration in September 2011.

**Appendix 3: Progress Against 'Key' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<b>ITCLI 1</b>	Average availability of the Council's operational servers (%).	100	99	100			No problems were encountered in this Quarter for the major Council Systems
<b>ITCLI 2</b>	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							
<b>ITCLI 6</b>	Member Support: % of calls responded to within 1 working day	99	95	98			All devices have now been issued to Members following a successful trial. The rollout has gone well and all members are now accessing the new Xen App Citrix area









**Appendix 4: Progress Against 'Other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
ITCLI 3	% Of all calls received that were resolved at the Help Desk.	73	65	81			The successful completion of the restructuring of ICT Services has seen a new emphasis placed on first point of contact problem resolution. This has paid dividends with a large increase in the number of calls resolved at first point of contact.
ITCLI 4	% Of all responsive repairs completed within 2 working days.	91	80	95			An extremely positive result again justifying the ICT restructure and emphasis on using industry standard I.T. Infrastructure Library (ITIL) practices in developing the new ICT Service Desk.
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						An excellent result again showing the Value of the restructure and the continuing use of industry standard ITIL practices
	Priority 1	100	85	100			
	Priority 2	100	90	100			
	Priority 3	100	95	100			
	Priority 4	100	100	100			

**Appendix 4: Progress Against 'Other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery / Quality							
ITCL1 7	% E-mail accounts set-up within 3 working days of receipt.	90	80	94			Email remains on target and has seen little change to the service delivery with the implementation of the .GCSX secure email services.
ITCL1 8	Average working days from order to completion of a new PC	11	10	6			Stock availability has resulted in this improvement.
ITCL1 9	Average working days from delivery to completion of a new PC	5	5	5			New PC Build has now been developed and this is back on target.

<b>Appendix 5: Financial Statement</b>
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**ICT AND SUPPORT SERVICES DEPARTMENT****Revenue Budget as at 30<sup>th</sup> September 2011**

	Annual Budget	Budget to Date	Actual to Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	6,142	3,066	2,940	126
Supplies & Services	1,066	479	399	80
Computer Repairs & Software	450	285	360	(75)
Communications Costs	135	68	186	(118)
Other Premises	0	0	0	0
Other Transport	3	1	0	1
<b>Total Expenditure</b>	<b>7,796</b>	<b>3,899</b>	<b>3,885</b>	<b>14</b>
<b><u>Income</u></b>				
Fees & Charges	-3	-1	-1	0
Reimbursements & Other Income	-60	0	-1	1
Internal Billing	-97	-10	-17	7
SLA to Schools	-110	0	0	0
<b>Total Income</b>	<b>-270</b>	<b>-11</b>	<b>-19</b>	<b>8</b>
<b>Net Controllable Expenditure</b>	<b>7,526</b>	<b>3,888</b>	<b>3,866</b>	<b>22</b>
<b><u>Recharges</u></b>				
Premises	197	95	95	0
Transport	34	17	22	(5)
Asset Charges	1,231	0	0	0
Central Support Services	1,106	553	553	0
Support Service Income	-9,935	-4,965	-4,965	0
<b>Net Total Recharges</b>	<b>-7,367</b>	<b>-4,300</b>	<b>-4,295</b>	<b>(5)</b>
<b>Net Department Total</b>	<b>159</b>	<b>-412</b>	<b>-429</b>	<b>17</b>

**Comments on the above figures**

In overall terms net Departmental expenditure is slightly below budget to the end of quarter 2.

With regards to expenditure, employee costs are lower than budget due to a number of vacant posts within the Administrative Services Division. The in-year savings resulting from these vacant posts will contribute towards the Department's 2011/12 staff turnover savings target. The vacant posts will also contribute towards the Department's 2012/13 savings proposal.

Spend on supplies & services is also lower than the budget at the end of the quarter. This is due to reduced expenditure on general equipment and furniture which is a result of the current procurement policy whereby surplus furniture made available due to staff leaving is re-allocated wherever possible before any new purchases are made. Part of this budget has been offered as a one-year budget saving for 2012/13.

<b>Appendix 5: Financial Statement</b>
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Computer Repairs and Software expenditure is over budget for the period which in the main relates to cost of providing close circuit television.

Communications costs are in excess of the budget due to delays in reducing the Council's broadband width, which has resulted in a 2010/11 saving item not being fully achieved. However it is anticipated that this will be implemented during the remainder of the year.

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

**Capital Projects as at 30<sup>th</sup> September 2011**

<b>Capital Expenditure</b>	2011/12 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,124	562	223	901
<b>Net Expenditure</b>	<b>1,124</b>	<b>562</b>	<b>223</b>	<b>901</b>

**Comments on the above figures.**

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

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Policy and Resources
<b><u>Department:</u></b>	Human Resources & Learning Development
<b><u>Period:</u></b>	Quarter 2 - 1 <sup>st</sup> July to 30 <sup>th</sup> September 2011

### 1.0 Introduction

This monitoring report covers the Human Resources Division second quarter period up to 30<sup>th</sup> September 2011. It describes key developments and progress against all 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 the Appendix of the covering report.

### 2.0 Key Developments

During the second quarter, the H.R. & Learning and Development (L&D) Centre of Excellence continues to play an active part in supporting managers through periods of organisational change, both in terms of advice and guidance to managers when consulting with trade unions on restructuring changes and in the delivery of effective change management training courses.

Work has also continued on negotiations to changes to terms and conditions as part of the budget savings process and progress has been made with regard to standardising casual pay and some other premium payments. An internal group has been established which will liaise with managers on premium payments and local agreements.

Negotiations on revised terms of the Staffing Protocol have been concluded and a report will be considered by the Appointments Committee in November.

A successful invest to save bid was approved to enable workflow and document imaging to be introduced across all H.R. and L&D and a project team has been established to lead this work.

Discussions have commenced on the transfer of the public health service and the appointment of a Director of Public Health and it is envisaged that this work will be

on-going through the rest of the year and into 2012.

The L&D Team have developed additional courses to add to the Training Calendar including Coaching Skills Level 3 & level 5, and new E Learning courses specifically for Halton such as Affordable Warmth, Data Protection, Dignity in Care and the Bribery Act.

In addition, they have been successful in securing funding for NVQ in Skills for Care and have signed up 56 apprentices onto this course.

### **3.0 Emerging Issues**

As Efficiency Work streams and budget proposals see posts being deleted from the Council's structures and as negotiations on changes to terms and conditions reach critical stages, there will be increased work consulting and negotiating with both trade unions and employees on all changes. Training will be delivered for managers and members to ensure that statutory requirements are adhered to and staff are treated fairly and consistently.

The Employee Self Serve process for mileage claims is currently being rolled out and will shortly be followed by more automated processes for transactional work such as advertising posts, changes to the staffing establishment etc.

During Quarter 3 and into Quarter 4, the project team undertaking the document imaging/workflow work will have ensured that all personnel files and other key documents will be scanned and workflow will be developed to ensure more efficiency in H.R. processes.

Due to external changes imposed by HMRC and pensions opt out processes, the payroll function is being examined to ensure that it can meet the demands being placed upon it.


It is anticipated that the transfer of the public health service will accelerate during this period.

In addition, advice and guidance has been delivered to managers and head teachers on the potential impacts of a national day of strike action and the handling of this will be key for H.R. in terms of advice and liaison with senior managers and the trade unions.

The L&D Team are developing Food Safety Courses at level 2 & 3 and are working with the Chartered Institute for Environment Health as there are currently no training providers in the Borough who offer this essential training. It is hoped therefore that this will be a source of income generation for the Council.


#### 4.0 Service Objectives / milestones

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

Total	7		6		1		0
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All 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.

##### 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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Two of the six key performance indicators, relating to staff with disabilities, may not achieve their annual target and additional details are provided within Appendix 2

##### 5.2 Progress Against 'other' performance indicators

Total	2		1		1		0
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Whilst the attendance of delegates for training remains high the return of Personal Action Plans to the central team is low. 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.

No 'high' risk, treatment measures were identified.

## **7.0 Progress against high priority equality actions**

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 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 Progress against 'other' performance indicators
- Appendix 4 Financial Statement







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

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

Milestones	Progress Q2	Supporting Commentary
To enhance individual learning opportunities through the design and delivery of a programme of coaching <b>Dec 2011</b>		<p>The L&amp;D team have developed and deliver Coaching Skills for Managers course that is available through the L&amp;D Calendar.</p> <p>Investigations are underway to accredit the Coaching Skills Training with the Institute of Leadership &amp; Management, at level 3 &amp; 5</p>
Further develop capacity for e-learning opportunities and undertake promotional activities <b>Dec 2011</b>		<p>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.</p> <p>The range of e-learning courses has increased and L&amp;D Officers have now been trained to design and deliver specific courses that have been identified as an organisational requirement.</p> <p>The L&amp;D Officers are currently developing specific e-learning modules on Dignity in Care, Affordable Warmth, Data Protection &amp; Bribery Act</p>
Further promote and develop 'skills for life' programme <b>March 2012</b>		<p>In addition to the Maths &amp; English Level 2, the L&amp;D Team sourced funding to enrol 56 colleagues onto the National Apprenticeship Scheme in Business Administration &amp; Customer Care. The qualifications include Maths &amp; English as mandatory modules, therefore enhancing Halton's skill levels.</p>

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



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

Milestones	Progress Q2	Supporting Commentary
Investigate and reconfigure business processes to further develop the HR Self-serve portal <b>Sept 2011</b>		Work is complete on mileage self serve and other transactional processes will be added now that the I Want HR portal is live.
Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions including staff protocol <b>Dec 2011</b>		Negotiations are complete on the revised Terms of the Staffing Protocol and have been recommended to members for adoption.
Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. <b>Dec 2011</b>		VER/VR applications have been actioned in year to elicit savings and it is expected that more will be received as consultations in regard to restructure proposals as a result of budget savings commence in Q3.
Conclude the settlement of outstanding Equal Pay claims <b>March 2012</b>		Claims continue to be dealt with through the Council's legal advisers with some cases being settled as talks progress. 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 2	Current Progress	Direction of Travel	Supporting Commentary
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**Corporate Health**

<b><u>HRLD LI 1</u></b>	The number of working days / shifts lost due to sickness (Corporate)	9.68	9	4.10			Sickness absence and employee welfare continues to be a focus of attention for the Division and current rates are positive. However this measure will be subject to some degree of seasonal variation.
<b><u>HRLD LI 2a</u></b>	Total FTE Establishment	4269	N / A	3925	N / A	N / A	As posts are being removed from the Council's Staffing establishment we can see a consequential reduction in these numbers.
<b><u>HRLD LI 2b</u></b>	Total Staff (head count)	5642	N / A	5210	N / A	N / A	
<b><u>HRLD LI 3</u></b>	Current advertised vacancies	N / A	N / A	33 (exc, schools)	N / A	N / A	The number of advertised vacancies and leavers has reduced since the same period last year as would be expected within the current operating climate.
<b><u>HRLD LI 4</u></b>	Current leavers (head count)	N / A	N / A	68 (exc, schools)	N / A	N / A	



**Appendix 2: Progress Against Key Performance Indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Fair Access</b>							
<b><u>HRLD LI 7</u></b>	The percentage of top 5% of earners that are <sup>1</sup>						
	a) women	51.37	50	57.04			There has been some upward movement in the % top women earners and BME communities although there has been a further decrease since last quarter on the % of earners with a disability.
	b) From BME communities.	2.22	1.0	2.70			
	c) With a disability	1.45	3.50	0.61			
<b><u>HRLD LI 8</u></b>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.15	5.00	1.16			There has been a very slight increase on the last quarter of 0.01% it is too early to say whether the annual target will be achieved.
<b><u>HRLD LI 9</u></b>	Minority Ethnic community staff as % of total workforce.	0.82	1.00	0.84			There has been a very slight increase on the last quarter however overall the workforce profile remains broadly in line with the BME representation within the wider population.
HRLD LI 10	% Of economically active disabled people in LA area.	14.8	N/A	16.9	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	1.4	N / A	N / A	

<sup>1</sup> Performance targets for these measures take account of local demographic profiles

**Appendix 3: Progress Against Other Performance Indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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<b>Cost &amp; Efficiency</b>							
HRLD LI 5	% of Employee Development Review / Personal Action Plan returns						
	a) Communities Directorate	New measure for 2011 - 2012	50	6.8%		N/A	The return of Personal Action Plans (PAPs) is monitored from the Employee Development Review (EDR) Process.  Whilst it is recognised that EDR's may be being completed at a service level the proportion of returns to the L & D team is disappointingly low and therefore the achievement of the annual target remains uncertain.
	b) Children & Enterprise Directorate		50	9.0%			
	c) Corporate, Policy, & Planning Directorate		50	8.0%			
HRLD LI 6	% of training delegates attending as proportion of places reserved	New for 2011 - 12	80%	92%		N/A	The rate of attendance remains positive and may in part have resulted from revised charging arrangements for non-attendance.

<b>Appendix 4: Financial Statement</b>
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**Revenue Budget as at 30<sup>th</sup> September 2011**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b>Expenditure</b>				
Employees	1,961	995	1,025	(30)
Employee Training	520	126	70	56
Supplies & Services	68	34	19	15
<b>Total Expenditure</b>	<b>2,549</b>	<b>1,155</b>	<b>1,114</b>	<b>41</b>
<b>Income</b>				
Fees & Charges	-23	-16	-57	41
School SLA's	-269	0	0	0
<b>Total Income</b>	<b>-292</b>	<b>-16</b>	<b>-57</b>	<b>41</b>
<b>Net Operational Expenditure</b>	<b>2,257</b>	<b>1,139</b>	<b>1,057</b>	<b>82</b>
<b>Recharges</b>				
Premises Support	451	225	225	0
Transport Recharges	20	10	10	0
Central Support Recharges	539	269	269	0
Support Recharges Income	-3,229	-1,614	-1,614	0
<b>Net Total Recharges</b>	<b>-2,219</b>	<b>-1,110</b>	<b>-1,110</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>38</b>	<b>29</b>	<b>-53</b>	<b>82</b>

**Comments on the above figures:**

In overall terms, spending is below budget profile at the end of the quarter 2.

Regarding expenditure, Employee costs are over budget as at the end of September. This is due to the time delay of implementing the 2011-12 savings item to reduce the occupational health budget. It is anticipated that as a result of this delay spending on employees will be above budget by the end of the year.

Employee Training expenditure is lower than the budget at the end of the quarter due to efficiencies in the delivery of training courses. It is anticipated that this trend will continue to the end of the year.

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 overall spending will be in line with the budget at the end of the year.

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Children & Enterprise
<b><u>Department:</u></b>	Extract for Property Services from Economy, Enterprise and Property
<b><u>Period:</u></b>	Quarter 2 – 1 <sup>st</sup> July - 30 <sup>th</sup> September 2011

### 1.0 Introduction

This quarterly monitoring report covers Property Services the second quarter period up to 30<sup>th</sup> September 2011. It describes 'key' developments and progress against 'key' milestones 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 the Appendix of the covering report.

### 2.0 Key Developments

#### 2.1 Asset Management

Development proposals (sealed bids) have been evaluated for Mossbank Park (the former Gyproc site) with a decision to be made on 3<sup>rd</sup> November 2011 by Executive Board. A number of land disposals to Halton Housing Trust have been approved by Executive Board on 22<sup>nd</sup> September 2011, in order to facilitate the development of affordable homes in the borough. Whilst three new lettings have taken place on industrial estates with another unit under offer, one tenant has vacated six units at Oldgate.

#### 2.2 Markets

Work has commenced on the review of the market by the National British Markets Association (Namba), this is expected to be completed by 30<sup>th</sup> November 2011 with an interim report available in October.

The Widnes On Sea event took place between Wednesday 24<sup>th</sup> and Saturday 27<sup>th</sup> August. The promotion increased the market footfall count by 7359 compared with the same weekly period last year. The promotion was well reported in local press and radio and at the last count there were 6750 post views on Facebook for the event. A Chefs On Stage event took place at the markets as part of Foody Fortnight.

### 3.0 Emerging Issues

There are currently no Emerging Issues to report for this area of the service


### 4.0 Service Objectives / milestones

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

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

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

<b>Total</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>
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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

<b>Total</b>	<b>3</b>		<b>2</b>		<b>1</b>		<b>0</b>
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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

<b>Total</b>	<b>13</b>		12		0		1
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Of the 13 other performance indicators, there were 12 where progress was as expected and 1 where progress will not meet the target. This was in respect of the occupancy rates of the outside market.

Additional details are provided within Appendix 3.

## 6.0 Risk Control Measures

During the development of the 2011-12 Services activities, the services was required to undertake a risk assessment of all Key8 Service Objectives. No 'high' risk treatment measures were identified for the service.

## 7.0 Progress against high priority equality actions

As a result of undertaking a department 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 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 Q2	Supporting Commentary
Identify further property to be considered for sales and implement asset disposals by <b>March 2012</b> .	<input checked="" type="checkbox"/>	Sites continue to be identified and reported to the Asset Management Working Group for inclusion onto the disposals programme.
Commence Review of the Council's investment portfolio (in light of broader regeneration assessment) by <b>October 2011</b>	<input checked="" type="checkbox"/>	On schedule to commence.
Review and refresh Asset Management and Accommodation Strategies by <b>March 2012</b> to ensure value for money	<input checked="" type="checkbox"/>	Reports being prepared for Corporate Services PPB and Executive Board. Both are on schedule to meet the deadline.
To secure a developer(s)/development partner at Mossbank Park by <b>March 2012</b>	<input checked="" type="checkbox"/>	Tender exercise completed and schedule to meet the deadline.

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

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

Milestones	Progress Q2	Supporting Commentary
Draft Widnes Market Review by <b>November 2011</b> .		Consultants work underway. Meeting with traders, markets working group and key council officers completed. This milestone is expected to meet the deadline.
Commence post review Action Plan implementation <b>January 2012</b> .		Action plan will follow review completion (See above).
To hold three markets in Market Square by <b>March 2012</b> .		<p>This milestone is expected to meet the deadline. The following markets have taken or are planned to take place before the end of March 2012:</p> <p><b>April</b> - Easter Treasure Hunt Commences on 8<sup>th</sup> April. Built a rabbit house and Garden in the Market and stalls had pictures relating to treasure hunt, Employ Easter Bunny to roam the streets, Giant Easter Egg as Prize, etc.</p> <p><b>June</b> - Street Market Art: Pavement artistes week at Widnes Market. Workshops in junior schools and art on outdoor market pavements space. Liaise with Arts Development Team.</p> <p><b>August</b> – 24<sup>th</sup> to 27<sup>th</sup> Inclusive: Widnes On Sea: Seaside themes, beach, donkey rides, free mini funfair rides and a Helter Skelter.</p> <p><b>September</b> - 17 September to 2 October 2011 My Halton Foody Fortnight: In Market: Chefs Demonstrations.</p> <p><b>October</b> - 1<sup>st</sup> October Widnes Market Traders Naked Calendar Launch – to coincide with Breast Cancer Awareness Month. All monies raised to go to 2 local cancer charities.</p>

**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	Q2 Progress	Supporting Commentary
Backlog to be reduced to £1.9 Million by <b>March 2012</b> .	<input checked="" type="checkbox"/>	Programmed maintenance works identified and approved by the Asset Management Working Group (AMWG). Works currently being procured, on programme to complete works by March 31 <sup>st</sup> 2012.





**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Property Services

Service Delivery							
<b><u>PYS LI01</u></b> <b>(previous reference PYS LI12)</b>	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	83%	86%	82%			Additional works have been carried out and with the changes in accommodation requirements later in the year we are on course for meeting this year's target.





Development and Investment Services

Cost & Efficiency							
<b><u>DIS LI01</u></b> <b>(previous reference PYS LI03)</b>	Occupancy of industrial units	81%	85%	72%			Economic climate remains very challenging. New marketing initiative being developed to promote units.
<b><u>DIS LI02</u></b> <b>(new)</b>	Occupancy Widnes Market Hall	85.5% (Baseline figure as at 30 June 2011)	85%	86.3%			In the existing climate holding occupation level steady is viewed as positive, and position is occupancy is slightly above target.
<b><u>DIS LI03</u></b> <b>(new)</b>	Improved revenue position £250,000	Baseline awaited	250,000	Refer to comment	N/A	N/A	This is reported annual in arrears to AMWG and therefore will be available at the end of the financial year.

**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<u>DIS LI04</u> <u>(new)</u>	Capital receipts £2million	Baseline awaited	2million	Refer to comment	N/A	N/A	This is reported annual in arrears to AMWG and therefore will be available at the end of the financial year.

**Appendix 3: Progress against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Cost &amp; Efficiency</b>							
PYS LI02 (reference not changed)	Percentage cost performance on projects over £50k (Contract let to practical completion within 5% of allotted cost – excluding client charges)	100%	100%	100%			7 projects over £50k have been completed within the timeframe, all have been completed within the available budget, however 2 have a final outturn cost of more than 5% under budget and therefore technically fall outside the parameters of the indicator, we have included these as passes however as they are under budget
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%	85%			7 projects have been completed within the timeframe, 6 have been completed as planned 1 project was delayed however. This was 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.

**Appendix 3: Progress against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Energy Usage							
PYS LI04 (previous reference PYS LI09)	Electrical consumption in KWh/m <sup>2</sup> within corporate buildings	87.76 KWh/m <sup>2</sup>	86.88 KWh/m <sup>2</sup>	Refer to comment	N/A	N/A	This indicator can only be reported annually. The target set is inline with the target for the greenhouse gas emissions indicator of between 5% and 10% over a 5 year period which equates to an annual target of between 1% and 2%. The 2010/11 figure of 87.76 KWh/m <sup>2</sup> is a 7% reduction on the 2009/10 figure of 94.31 KWh/m <sup>2</sup> .
PYS LI05 (previous reference PYS LI10)	Gas consumption in KWh/m <sup>2</sup> within corporate buildings	137.19 KWh/m <sup>2</sup>	135.81 KWh/m <sup>2</sup>	Refer to comment	N/A	N/A	This indicator can only be reported annually. The target set is inline with the target for the greenhouse gas emissions indicator of between 5% and 10% over a 5 year period which equates to an annual target of between 1% and 2%. The 2010/11 figure of 137.19 KWh/m <sup>2</sup> is a 15% reduction on the 2009/10 figure of 161.72 KWh/m <sup>2</sup> .











**Appendix 3: Progress against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
PYS LI06 (previous reference PYS LI11)	Water consumption in m <sup>3</sup> /m <sup>2</sup> within corporate buildings	0.603 m <sup>3</sup> /m <sup>2</sup>	0.597 m <sup>3</sup> /m <sup>2</sup>	Refer to comment	N/A	N/A	This indicator can only be reported annually. The target set is inline with the other energy indicators of between 5% and 10% over a 5 year period which equates to an annual target of between 1% and 2%. The 2010/11 figure was 0.603 m <sup>3</sup> /m <sup>2</sup> , against 0.628m <sup>3</sup> /m <sup>2</sup> for 2009/10, a reduction of 4%. Since the introduction of a water management contract in 2008/9 we have reduced water consumption at corporate sites by circa 33%











**Appendix 3: Progress against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Development and Investment Services

<b>Cost &amp; Efficiency</b>							
DIS LI08 (previous reference PYS LI04)	Percentage of industrial unit rent collected as percentage of rent due (excluding bankruptcies and the like)	92%	95%	92.5%			Slightly below target, but reflects a difficult market
DIS LI09 (new)	Percentage of rent market hall collected as percentage of rent due (excluding bankruptcies)	94.5% (baseline as at 30 June 2011)	94%	96.4%			Maintaining progress
<b>DIS LI10 (new)</b>	Occupancy of Commercial % (new)	81% (baseline as at 30 June 2011)	81%	82%			There has been a slight increase in the occupancy rates for Quarter 2 from Quarter 1.
DIS LI11 (new)	Occupancy of Business Centres % (new)	72% (baseline as at 30 June 2011)	65%	71%			There has been a slight decrease in the occupancy rates for Quarter 2 from Quarter 1.

**Appendix 3: Progress against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
DIS LI12 (new)	Occupancy of Leisure Sites % (new)	93% (baseline as at 30 June 2011)	93%	93%			Occupancy of Leisure Sites has been maintained from Quarter 1.
DIS LI13 (new)	Occupancy Outside Retail Market (new)	43.4% (baseline as at 30 June 2011)	43%	39.5%			There has been a decrease in the Occupancy rates for Outside Retail Market from Quarter 1.
DIS LI14 (new)	Percentage of rent retail market collected as % of rent due (excluding bankruptcies)	96.5% (baseline as at 30 June 2011)	96%	96.4%			The percentage of rent retail market collected as a percentage of the rent due has met the target but is slightly below that of the previous quarter.
DIS LI15 (new)	Occupancy Widnes Flea Market (new)	91.3% (baseline as at 30 June 2011)	91%	94.7%			Occupancy has increased from the baseline set at Quarter 1.
DIS LI1 (new)	Percentage of rent flea market collected as % of rent due (excluding bankruptcies)	100% (baseline as at 30 June 2011)	100%	99.9%			Rent collected as a percentage of the rent due is slightly below the target set of 100%

**Appendix 3: Progress against 'other' performance indicators**

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
DIS LI17 (new)	Occupancy Runcorn Street Market	71%	75%	76.6%			Occupancy of Runcorn Street Market is higher than the target set and a positive increase on the figure set as baseline at Quarter 1.
DIS LI11 (new)	Percentage of rent Runcorn street market collected as % of rent due (excluding bankruptcies)	100%	100%	100%			This measure has maintained its position from Quarter 1.

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Communities Directorate
<b><u>Department:</u></b>	Extract for Catering, Stadium and Registration Services from Community and Environment Services.
<b><u>Period:</u></b>	1 <sup>st</sup> July 2011 – 30 <sup>th</sup> September 2011

### 1.0 Introduction

This quarterly monitoring report covers the Community and Environment Services second quarter period up to 30<sup>th</sup> September 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 the Appendix of the covering report.

### 2.0 Key Developments

#### **2.1 SCHOOL MEALS**

##### **Awards Evening**

An Awards evening was held at the Stadium at the end of July for all the School and Civic Catering Staff. The Mayor presented the NVQ certificates. There was also a Special Awards category for Team of the Year, Supervisor of the year, Marketing Award, Special Recognition Award, Customer Care etc.

The evening is to celebrate the hard work of the catering staff and their outstanding commitment to training in their own time after a days work.

The Special Awards category provides Management the opportunity to thank staff for their hard work in increasing the numbers of meals served, controlling food and labour costs, but also motivates staff to continue to improve the quality of service provided and the importance of every customer.

##### **Meal Numbers (uptake)**

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

This period last year there were 8.58 meals served per hour worked. The same Q2 period this year there were 9.51 meals served per hour worked. An increase of almost 1 meal per hour which is an increase of over 10%.

### **Food Costs per meal**

Due to the concerning rate of food inflation, a more economic Summer Primary Menu was introduced, this coupled with the improved food contracts procured through TUCO has seen a significant decrease in food costs.

The average cost of food per meal in Q2 2010 was 82p. In Q2 2011 the cost of food per meal has reduced to 73p, again an improvement in the region of 12% per meal (9p per meal).

### **Marketing**

It is critical for the school meals service to continue to increase the income generated, therefore marketing of the service to all our customers is essential.

This term the Head teachers and Chairs of Governors have been provided with a Newsletter.

The reception children's parents have all been provided with a parent information pack about school meals and new parents are also invited to try school meals with their child. This can only be done with the support of the head teacher/school.

The Year 7 students (new starters in Secondary Schools) have also been provided with a tariff leaflet and information concerning the specific services offered in their own schools.

The Catering Supervisors have been provided with a calendar of themed meals and posters to promote theme days in their schools.

Banners and leaflets previously found to be effective at parent's evenings have also been reprinted and distributed to encourage the uptake of meals. An advert for the local press and In Touch is currently being planned.

## **2.2 THE STADIUM**

### **Stadium Fitness**

To encourage uptake and participation in sport the membership of Stadium Fitness has remained at £27.00 per month with a concessionary price of £20.00 to HBC staff and family members.

Stadium Fitness staff have been out in the community actively promoting Stadium Fitness. They spent the day at the Argos and Homebase call centre in Queens Avenue last week it was a great success they signed up 10 memberships on the day this will generate over £2500 in annual membership fees.

The current membership

Full	780
Halton Leisure Card	259
Casual Adult	1500
Casual Junior	336
Total	2875

The target is for us to persuade casual members to switch to full members.

To freshen up the classes we have introduced two Zumba classes on Monday evenings and Wednesday mornings. This is a very popular class with high numbers attending each week. Stadium Fitness has gained new members from this class which has also had an impact on the Crèche numbers.

Halton Table Tennis has been given an award from the Sebastian Coe Table Tennis 4U London 2012 Inspire Mark. The club has also won the Halton Sport Partnership club of the year.

Two members of Stadium Fitness and Table Tennis won gold medals for table Tennis at the UK school Games. One of the members also won a Bronze at the Romanian Paralympics event and is now ranked 33 in the GB performance Squad. All Stadium Fitness staff continue to support both members to achieve their goals.

### **Stadium Pitch**

The Rugby Football League (The RFL) have agreed a request to convert the present pitch to a 3G pitch. Third Generation, or 3G pitches as they are known, represent a new development in synthetic turf. The pitch itself looks like natural grass with similar playing characteristics, is non-abrasive and can be used with rubber studs, the RFL see this request as innovative and forward thinking.

Although at this stage no other Rugby League clubs play on such a surface it is to be trialled in Rugby Union, clearly having such an innovative initiative will only heighten the profile of both Widnes Vikings and the Council, the RFL are keen to see the profile of game raised and the recent Super League announcement outlined how they feel the game has progressed, both on and off the field, in recent years.

To be the first ground to introduce a 3G pitch will certainly show the RFL and prospective players that HBC and Widnes Vikings are forward thinking and are taking their chance in Super League seriously, the Vikings will be looking to compete not just take part in Super League 2012.

The RFL have clear guidelines on pitch specifications and negotiations are presently underway regarding these.

The RFL have also confirmed that they fully endorse all amateur games on it and that a 3G pitch would be no barrier to the Stadium playing host to a Challenge Cup semi-final or other such play off finals. Should it be chosen during the normal selection process, in fact the three-headed Championship finals would be ideal as the pitch would not deteriorate during the long day as it does on a traditional grass

based pitch.

Additional revenue will be generated by increased usage of the 3G pitch not just by the Vikings training (who will be charged for the use of the pitch) but from a range of amateur, representative and team building events. A full business plan with financial projections is being prepared. However, initial findings suggest that the Stadium could benefit by around £20K in year 1 increasing to over £80K once the initial capital is paid back.

### **Large Functions**

Despite the deepening recession the Stadium is continuing to be chosen as a venue for large private and corporate events. The Marquee Suite is proving particularly popular for these events, since the initial capital outlay of £30K just over 3 years ago. The Marquee Suite has generated over £300K additional revenue and is a unique selling point for the Stadium, events recently held include:-

- 13<sup>th</sup> May – Mayors Youth Ball
- 20<sup>th</sup> May – Mayors Installation
- 30<sup>th</sup> July – Marquee Wedding 350 guests
- 31<sup>st</sup> August – Cheshire Fire Service Presentation Evening
- 16<sup>th</sup> September - Marquee Wedding 350 guests
- 17<sup>th</sup> September – Marquee Charity Event – 350 guests
- 22<sup>nd</sup> September – Halton Sports Awards
- 23<sup>rd</sup> September – Cheshire County Cricket Annual Presentation Dinner

### **Web Site**

The Stadium will have a fully interactive up to date Web Site at the end of October. It is modern and meets most of the requirements of a busy commercial business.

## **2.3 LEISURE SERVICES**

### **Registration Services**

Halton Registration Service launched its 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**

There are no Emerging Issues to report at this time.



#### 4.0 Service Objectives / milestones

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

<b>Total</b>	<b>3</b>		3		0		0
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All 'Key' objectives/milestones are currently on target at this point in the financial year.

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

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

<b>Total</b>	<b>8</b>		7		0		1
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The majority of 'Other' objectives/milestones are currently on target at this point in the financial year. The single red indicator relates to the extension of the cashless payment *Smart Card* scheme to additional schools. The cost is around £25k per school and as no schools have volunteered to extend the pilot the service cannot continue without the financial support from those schools taking part.

Further details of progress concerning 'Other' objectives/milestones for the service are provided within Appendix 2.

#### 5.0 Performance indicators

##### 5.1 Progress Against 'key' performance indicators

<b>Total</b>	<b>6</b>		6		0		0
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All 'Key' performance indicators are currently on target at this point in the financial year.

Further details of progress concerning 'Key' performance indicators for the service are provided within Appendix 3.

## 5.2 Progress Against 'other' performance indicators

Total	10		10		0		0
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All 'Other' performance indicators are currently on target at this point in the financial year.

Further details of progress concerning 'Other' performance indicators for the service are provided within 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. The following 'high' risks were effectively managed as stated below.

### Food Purchasing Contracts

With food inflation presently running at 6% 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 actually resulted in significant savings whilst maintaining the same suppliers and deliveries.

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

### Alcohol Contract – Stadium & Brindley

Following an exhaustive and very detailed exercise between Stadium Management, the Procurement Team and the University Catering Organisation (TUCO) a new contract has been signed that will see savings in the region of £40K per year realised from the alcohol spend of the Stadium and the Brindley. A competitive contract already existed but by joining the TUCO framework prices have been driven down still further with no loss of quality and have in fact resulted in an increase in product choice.

## **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 1: Progress Against 'key' 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 2	Supporting Commentary
Deliver a promotion and educational campaign <b>September 2011 and Jan 2012</b>		New Menu leaflets have been distributed to the pupils on their return to school in September. A number of themed days are also planned to try and capture as many new customers as possible.
Review and update the strategy and action plan to increase the uptake of free school meals. <b>July 2011</b>		This milestone has been completed.
Develop effective joint working and agree funding, with the private/public sector to address childhood obesity, <b>September 2011</b>		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
CE3	Increase the number of Pupils having a school lunch, to raise awareness, and increase levels, of healthy eating

Milestones	Progress Q 2	Supporting Commentary
Extend the cashless payment Smart Card scheme to additional schools, which reduces queuing times and helps parental monitoring of actual spend and food consumption <b>September 2011</b>		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.
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. <b>August 2011</b>		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. The two main indicators for performance – productivity rates and food cost are both significantly up on the same period last year.




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

Ref	Objective
CE4	<b>Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.</b>









Milestones	Progress Q 2	Supporting Commentary
Develop a plan to implement RFID (Radio Frequency Identification) technology in Halton to facilitate self service, thereby providing opportunities for added value services. <b>September 2011.</b> (AOF 15 & 26)		Self service now fully implemented at Widnes Library for issue/return of resources and for computer bookings and printing. WiFi is now available at Widnes Library.  Self serve facilities included in the plans for new Runcorn Library.
Deliver a programme of good quality Reader Development activities with at least 1 major event per quarter. <b>March 2012.</b> (AOF 15 & 26)		The focus of activity over this quarter has been the Summer Reading Challenge which aims to keep children 6-11yr olds reading over the holidays. The theme this year was Circus Stars and activities were delivered across all libraries during August. Over 100 children attended the Circus Skills event. 25 Young Volunteers also supported the activities and events.
Deliver a programme of extended informal learning opportunities including Information, Advice and Guidance service targets. <b>March 2012.</b> (AOF 15 & 21)		IT support sessions delivered including MyGuide "Online basics" 48 registrations taken with 28 completions of this particular course.  53 Information and Advice sessions have been delivered this quarter.

**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 2	Supporting Commentary
Continue to implement annual sports bar specific action plan designed to improve profitability. <b>April 2011</b> (AOF 34)		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.
Host a wedding fayre in <b>October 2011 and February 2012</b> and a business fayre in <b>July 2011</b> (AOF 34)		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.
Continue to develop promotional strategy to attract a minimum of 12 large corporate events annually to the Stadium. <b>March 2012</b> (AOF 34)		This target has been exceeded, the Marquee has proved increasingly popular this year with around 6 events already having taken place. Since its purchase the Marquee Suite has increased turnover at the Stadium by over £300K.





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

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
<b>Cost &amp; Efficiency</b>							
<b>CE LI 1</b>	No. Of meals served versus hourly input of labour (Previously SH LI5)	9.20	9.00	9.59			An excellent result at what is traditionally the poorest period for productivity, this represents an increase of over 10% on the same period last year.
<b>Service Delivery</b>							
<b>CE LI 8</b>	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools fully compliant.
<b>Service Delivery</b>							
<b>CE LI 9</b>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	81.22	80	76.95			Although Q2 performance is slightly below target this is the quietest time of the year in school meals, the annual target will be achieved.
<b>CE LI 10</b>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	79.35	70	65.86			Although Q2 performance is slightly below target this is the quietest time of the year in school meals, the annual target will be achieved.



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





Ref	Description	Actual 2010/11	Target 2011/12	Quarter 2	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
<b>CE LI 13</b>	Take up of school lunches (%) – primary schools	48	50	47.53			Although the actual for Q2 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.
<b>CE LI 14</b>	Take up of school lunches (%) – secondary schools	49	51	46.2			Although the actual for Q2 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 2	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	1.13			Due mainly to the additional matches played this year the turnover figure will be exceeded this year.
CE LI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	N/A	10.60	5.35			The Stadium will operate fully in budget this year.

**Service Delivery**







CE LI 8	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100	100	100			All schools 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	18			18 Catering staff have successfully completed various training courses. A number of training courses have started 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 2	Current Progress	Direction of Travel	Supporting Commentary
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<b>Service Delivery</b>							
CE LI 11	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	710	690	396			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	259			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	8			Healthy food initiatives are an integral part of this service.

<b>Quality</b>							
CE LI 25	Food cost per primary school meal (pence) (Previously SH 6a)	67	74	63			Food inflation is presently running at 6% 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	85			

**Appendix 5: Financial Statement****COMMUNITY & ENVIRONMENT DEPARTMENT****Revenue Budget as at 30 September 2011**

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000
<b><u>Expenditure</u></b>				
Employees	11,523	5,859	6,146	(287)
Other Premises	1,183	599	540	59
Supplies & Services	1,247	623	517	106
Book Fund	232	116	59	57
Promotional	153	76	101	(25)
Other Hired Services	936	425	411	14
Food Provisions	557	278	244	34
School Meals Food	1,689	516	478	38
Bar Provisions	329	162	203	(41)
Transport	30	15	23	(8)
Other Agency Costs	950	219	179	40
Waste Disposal Contracts	5,232	1,495	1,318	177
Leisure Management Contract	1,395	465	489	(24)
Capital Financing	84	0	0	0
<b>Gross Spending</b>	<b>25,540</b>	<b>10,848</b>	<b>10,708</b>	<b>140</b>
<b><u>Income</u></b>				
Sales Income	-1,876	-987	-1,032	45
School Meals Sales	-2,128	-636	-658	22
Fees & Charges Income	-2,588	-1,389	-1,284	(105)
Rents Income	-83	-41	-20	(21)
Government Grant Income	-26	-53	-56	3
Reimbursements & Other Grant Income	-893	-240	-160	(80)
Schools SLA Income	-240	-32	-32	0
Internal Fees Income	-319	-160	-102	(58)
Transfer From Reserve	-35	0	0	0
School Meals Other Income	-1,850	-156	-167	11
Capital Salaries	-101	-25	-27	2
<b>Gross Income</b>	<b>-10,139</b>	<b>-3,719</b>	<b>-3,538</b>	<b>(181)</b>
<b>Net Controllable Expenditure</b>	<b>15,401</b>	<b>7,129</b>	<b>7,170</b>	<b>(41)</b>

**Appendix 5: Financial Statement**

<b>Recharges</b>				
Premises Support	1,574	609	609	0
Transport Recharges	2,155	992	992	0
Departmental Support Services	87	29	29	0
Central Support Services	3,901	1,331	1,331	0
Asset Charges	2,399	0	0	0
HBC Support Costs Income	-329	-63	-63	0
<b>Net Total Recharges</b>	<b>9,787</b>	<b>2,898</b>	<b>2,898</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>25,188</b>	<b>10,027</b>	<b>10,068</b>	<b>(41)</b>

**Comments on the above figures:****Revenue Spending**

Net controllable budget is £41,000 above budget profile at the end of the second quarter of the financial year. The main areas of concern are employees spending and Fees incomes received.

Staffing expenditure is above budget, primarily due to savings targets for premium pay elements which are unlikely to be achieved this year. Expenditure is higher than budget due to the use of agency staffing amounting to £24,000 to date for Open Space and Waste Management to sustain front line services. Overtime budgets are either spent in excess of budget or have little remaining for the rest of the year.

Fees & Charges income is underachieving mainly on Open Space, Stadium and Waste Management services. Open Space Services have certain historic income budget targets that will not achieve this year. Stadium incomes are down in general across most areas due to recessionary pressures. Waste Management have suffered cancelations in their service due to price rises. Leisure & Recreation reimbursement income for the use of sports facilities is currently the subject of negotiations with the Ormiston Bolingbroke Academy, therefore this budget may show an underachievement if agreement is not reached. Sales income is over achieving on budget for the Brindley but is partly offset by promotional expenditure which is over budget currently for advertising events.

A large number of matches at the Stadium have caused a high use of casual staff and other related costs such as bar provisions though this is met by sales income received for these events. Sales income is also overachieving on budget due to above average receipts for weddings, registrar events and increased custom for out of borough cremations. Not all of this additional income can be expected to continue during the remainder of the year as for instance the stadium has no fixtures in the next quarter. Rents incomes have been affected by reduction of use by Everton, who may not use the artificial pitch once installed.

Expenditure on Supplies and Services is currently £106,000 under budget profile to date as across the Department savings are being made in advertising and marketing, school meals repairs and a number of other supplies and services areas. It is planned that continued control over these spending areas will ensure a saving on this heading by year-end.

Food provisions are lower than budget profile due to the closure of Municipal Catering earlier in the year and lower than average spending in Stadium Catering, continuing last year's trend. Both of these are offset slightly by lower income received from the Corporate Training Centre catering section as they no longer provide catering on training courses. There has been continuation of reduced income of this type for the Stadium due to less internal orders for catering.

**Appendix 5: Financial Statement**

Expenditure on School Meals provisions is under budget mainly due to last year's renegotiation of contract prices, closure periods for schools for Easter, the royal wedding and bank holidays.

Agency costs on Waste Management and Leisure & Recreation do not follow a regular pattern and currently spending is below budget. Similarly, waste disposal contracts fluctuate, therefore estimates have to be made in order to present a realistic position. It is thought that some contracts on this heading will be less than expected by year-end.

The Leisure contract had a significant budget reduction last year and contract prices remain at the higher level. Attempts are being made to renegotiate this in order to make the saving required. It is not expected to fully meet this requirement for the full year.

**REPORT TO:** Corporate Policy & Performance Board

**DATE:** 3 January 2012

**REPORTING OFFICER:** Strategic Director Policy and Resources

**PORTFOLIO:** Resources

**SUBJECT:** Sickness Absence – 2nd Quarter 2011/2012

**WARDS:** Borough-wide

### 1.0 PURPOSE OF THE REPORT

- 1.1 To provide information to Members on the number of working days lost in the 2nd quarter 2011/12, outlining trends and patterns of sickness.
- 1.2 To report on comparative data from 2nd qtr quarter 2010/11.

### 2.0 RECOMMENDED:

- (1) That the content of the report be noted.

### 3.0 SICKNESS DATA

- 3.1 The breakdown for the 2nd quarter of 2011/12 for each directorate is set out below;

Directorates	Total number of staff	FTE	Total no. days lost 2nd quarter (July–September)
Policy & Resources	794	702.56	1693.50
Communities	1427	920.53	2819.50
Children & Enterprise non schools	734	438.62	1309
Primary Schools	1383	902.24	1454
Secondary Schools	922	769.85	913.50

- 3.2 The cumulative number of working days lost due to sickness absence, per employee, at the end of the 2nd qtr year 2011/12 is 4.10 as compared to 4.59 days per employee for the same period 2010/11.

## 3.3 Number of periods of absence by range of days

	1 day	2-7 days	8 -14 days	15+ days	Total no. of periods of absence	Total days lost
Policy & Resources	127	145	32	41	344	1693.50
Communities	122	193	52	75	442	2819.50
Children & Enterprise	59	73	20	39	191	1309
Primary schools	88	97	29	41	255	1454
Secondary schools	67	79	10	26	182	913.50

3.4 Long term sickness absence is included in the overall calculation of working days lost for each directorate. Managers across all directorates are continuing to actively monitor employee absence with the support of the Employee Welfare Advisers.

#### 4.0 OBSERVATIONS ON THE DATA

4.1 There has been a substantial decrease in the days lost due to work related stress, personal stress and depression across the Authority in this quarter with 1954 days lost compared with 2572 days lost in 1st quarter 2011/12. This is due to a number of long term sick cases being resolved either by staff leaving the Authority or by staff returning to work following support from Occupational Health, Welfare and Management.

4.2 Overall time lost due to sickness absence has decreased by 1497 days in the 2nd quarter 2011/12 as compared with the previous quarter 2011/12. Again this is as a result of a number of long term cases being resolved together with active management of absence cases.

#### 5.0 COMPARISONS OF DATA –2<sup>nd</sup> quarter 2010/2011 and 2011/12

5.1 Due to the restructure in April 2011 it is not possible to make comparisons across directorates for the 2<sup>nd</sup> quarter 2011/12 and the same quarter 2010/11 as Directorates have changed. However comparisons can still be made across the Authority as a whole.

5.2 The number of occasions of absences have decreased this quarter compared with the same quarter 2010/11.



## Periods of absence by range of days

2nd quarter	1 day	2-7 days	8-14 days	15+ days	Total no occasions
2011/12	463	587	143	222	1414
2010/11	607	778	244	256	1885

- 5.3 With regard to analysing the data for 2nd quarter 2011/12 and 2010/11 regarding the reasons for absence, the table below gives a few examples of categories where there have been significant reduction in the number of days lost.

Absence reason	2nd qtr 2011/12 days lost	2nd qtr 2010/11 days lost
Infections	666	1021.50
Depression/anxiety	645	1180.50
Work related stress	204.50	582
Personal stress	1104.50	1413.50

- 5.4 Employee Welfare Advisers will continue to support managers in managing staff attendance and regular H.R. Surgeries have been set up across the directorates to give the opportunity for divisional managers and their managers to discuss sickness absence cases. These surgeries will also be expanded to cover other topics relevant to managers.
- 5.5 Training sessions on the revised attendance management policy are also being delivered to all managers together with an update on the recently changes to the Occupational Health Provision.

## 6.0 POLICY IMPLICATIONS

- 6.1 None.

## 7.0 OTHER IMPLICATIONS

- 7.1 Staff welfare and sickness absence are clearly important to the delivery of effective services. Active management is important to both.

## 8.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

### 8.1 Children and Young People in Halton

None.

### 8.2 Employment, Learning and Skills in Halton

None.

### 8.3 A Healthy Halton

None.

8.4 **A Safer Halton**  
None.

8.5 **Halton's Urban Renewal**  
None.

**9.0 RISK ANALYSIS**

9.1 There are no risks associated with this report.

**10.0 EQUALITY AND DIVERSITY ISSUES**

10.1 There are no equality and diversity issues associated with this report.

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

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