



Corporate Policy and Performance Board

**Tuesday, 22 May 2012 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink, appearing to read 'David WR'.

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chairman)	Labour
Councillor Joe Roberts (Vice- Chairman)	Labour
Councillor Ellen Cargill	Labour
Councillor Mark Dennett	Labour
Councillor Stan Hill	Labour
Councillor Chris Loftus	Labour
Councillor Angela McInerney	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Gareth Stockton	Liberal Democrat
Councillor Dave Thompson	Labour
Councillor Kevan Wainwright	Labour

*Please contact Ann Jones on 0151 511 8276 Ext. 16 8276 or e-mail
ann.jones@halton.gov.uk for further information.
The next meeting of the Board is on Tuesday, 4 September 2012*

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

Part I

Item No.	Page No.
1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda, no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
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In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Corporate Policy & Performance Board

DATE: 22 May 2012

REPORTING OFFICER: Strategic Director – Policy & Resources

SUBJECT: Public Question Time

WARD(s): Boroughwide

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: 22 May 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****EXECUTIVE BOARD MEETING HELD ON 15 DECEMBER 2011**

81	LOCAL GOVERNMENT PENSION SCHEME – POLICY DISCRETIONS & STATEMENTS
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The Board considered a report of the Strategic Director, Policy and Resources, on the Local Government Pension Scheme (LGPS) Policy Discretions and Statements.

The Board was advised that Halton employees (other than teachers), had an option to join the Cheshire Pension Fund, which was part of the LGPS. The scheme allowed for employers to exercise certain discretions and to publish those discretions in an annual scheme. The Council was required to publish an annual statement setting out which discretions it intended to adopt.

The Board noted that the Policy formed an integral element of the Council's overall approach to the management of its employees, and that it had been negotiated with the Trade Unions.

RESOLVED: That the LGPS Pensions Policy Discretions and Statements, contained in the attached scheme be approved, as in the case of augmentation, further detailed in the Staffing Protocol.

EXECUTIVE BOARD MEETING HELD ON 26 JANUARY 2012

95	RISK MANAGEMENT – KEY DECISION
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The Board considered a report of the Strategic Director, Policy and Resources on the Risk Management Policy (the Policy) and Strategic Risk Register (the Register) for 2012.

The Board was advised that the purpose of the Policy and the Register was to ensure that the Council maximised its opportunities whilst minimising and controlling risks in delivering its priorities. The Policy described the framework the Council operated under Risk Management, which was linked to its performance management arrangements.

The Policy and the Register, attached to the report, had been reviewed and updated, with the process simplified in accordance with the Corporate Risk Management Policy, without losing any of the benefits of the old processes. The risks had been grouped in order of priority of risks under eight headings listed in the report. It was noted that briefings had taken place with Directorate Senior Management Teams, as part of the review process.

RESOLVED: That

- 1) The Policy and Register be approved; and
- 2) The Business Efficiency Board be asked to review the adequacy of arrangements for identifying and managing business risks, in accordance with the Council's Constitution.

EXECUTIVE BOARD MEETING HELD ON 9 FEBRUARY 2012

100	DRAFT BUDGET
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The Board considered a report of the Operational Director, Finance, which outlined a recommendation to Council in respect of the Budget, Capital Programme and Council Tax for 2012/13.

It was noted that, at the time of writing the report, the Government had not announced the final Local Government Settlement, nor had Cheshire Police and Fire Authorities set their budgets and Council Tax precepts. However final figures would be reported to Council when the information was available.

In terms of consultation, it was noted that the Council used various methods to listen to the views of the public and Members' own experiences through their Ward work was an important part of that process. In addition, in October 2011, a resident's survey was undertaken on the Council's budget which sought views on a wide variety of issues. The key conclusions were detailed in the report. Budget presentations had also been made at the seven Locality Area Forums.

The Board was advised that the Medium Term Financial Strategy, approved on 17 November 2011, had identified a funding gap of around £15m in 2012/13, £13m in 2013/14 and £11m in 2014/15. The Strategy had the following objectives:

- Deliver a balanced and sustainable budget;

- Prioritise spending towards the Council's five priority areas;
- Avoid excessive Council Tax rises;
- Achieve significant cashable efficiency savings; and
- Protect front line services as far as possible.

The Board had considered the level of growth and savings at its Away Day on 5 January 2012. On 14 December 2011, the Council approved savings of £5.621m, and the new proposed savings were shown at Appendix B. Details of the outcome of consultation with the Area Forums were circulated at the meeting.

The Departmental analysis of the budget was shown in Appendix C and the major reasons for change from the current budget were outlined for Members' information in Appendix D. It was noted that the proposed budget total was £106.305m.

The Board were advised that the budget incorporated the grant figures announced in the Provisional Settlement, and included £509,000 for the New Homes Bonus Grant, payable to local authorities based on the net increase in the number of homes in their area. The grant was payable at this amount for six years.

Further information was provided in respect of the Local Government Finance Settlement, Budget Outlook, Halton's Council Tax, Parish Precepts, the Capital Programme, the Prudential Code and school budgets.

Members wished to place on record their thanks to all members of the Budget Working Group, Policy and Performance Board Chairs and staff for their hard work in producing this year's budget.

RESOLVED: That the Council be recommended to adopt the resolution set out in Appendix A of the report, which included setting the budget at £106.305m, the Council Tax requirement of £43.468m (before Parish, Police and Fire Precepts) and the Band D Council Tax for Halton of £1,137.91.

101	DIRECTORATE PLANS
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The Board considered a report of the Strategic Director, Policy and Resources on the adoption of Directorate Plans for the period 2012-15.

The Board was advised that each Directorate was required to develop a medium term business plan or Directorate Plan, in parallel with the budget. These would be subject to annual review. Draft Service Objectives and performance Indicators and targets had been developed

and these would form the basis of the quarterly performance monitoring presented to the Board during the forthcoming year.

It was noted that Elected Members had engaged in the process primarily through the Policy and Performance Boards. Once the budget proposals had been approved by Council in March 2012, budgetary statements would be inserted into the Plans.

RESOLVED: That

- 1) Council be recommended to approve the Draft Directorate Plans; and
- 2) the Chief Executive be authorised, in consultation with the Leader, to make any final amendments and adjustments that may be required.

102	TREASURY MANAGEMENT STRATEGY STATEMENT 2012-13
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The Board considered a report of the Operational Director, Finance, proposing the Treasury Management Strategy Statement for 2012/13.

The Treasury Management Strategy Statement (TMSS) was attached to the report and detailed the expected activities of the Treasury function in the forthcoming financial year (2012/13).

The Local Government Act 2003 required the Council to “have regard to” the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans were affordable, prudent and sustainable. The Act therefore required the Council to set out its Treasury Strategy for borrowing as well as an Annual Investment Strategy, which set out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments. However, Government guidance stated that Authorities could combine the statement and the strategy into one report, and the Council had adopted this approach.

Members noted that the production of a Minimum Revenue Provision Policy Statement was required and a formal statement for approval was contained within the report.

RESOLVED: That Council be recommended to adopt the policies, strategies, statements and prudential and treasury indicators outlined in the report.

EXECUTIVE BOARD MEETING HELD ON 1 MARCH 2012

109	SPENDING AS AT 31 DECEMBER 2011
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The Board considered a report of the Operational Director, Finance which summarised the overall revenue and capital spending position as at 31 December 2011.

In overall terms, revenue expenditure was £0.6m below the budget profile, however, this was only a guide to eventual spending. It was noted that Directorates had been advised to continue to limit spending to the absolutely essential, to ensure that each Directorate's spending at year-end was within the total operational budget. The overall position reflected the success of the Action Plan implemented by the Board at its meeting on 22 September 2011.

The Board was reminded that at its meeting on 14 December 2011, Council had approved the early implementation of budget savings for 2012/13 totalling £5.6m. These provided a part-year saving in 2011/12, and assisted in keeping overall spending within budget by year-end.

Members were advised that the economic downturn was affecting income. A number of income budgets were below their profile including market rents, industrial estates rents, stadium rents and social care charges and licence fees. These budgets would continue to be closely monitored to minimise any shortfalls by year-end.

With regard to capital spending, it was reported that the capital programme had been revised to reflect a number of changes in spending profiles as schemes had developed and were reflected in the capital programme presented at Appendix 2. The revised schemes were listed in the report. Capital spending at 31 December 2011 totalled £30.9m, which was 86% of the planned spending of £36.0m at this stage. However, this only represented 55% of the total capital programme of £55.8m. Main areas of programme slippage to date were in respect of Castlefields Regeneration, Silver Jubilee Bridge Maintenance and Mersey Gateway Early Land Acquisition.

The Council's Balance Sheet was monitored regularly in accordance with the Reserves and Balances Strategy which formed part of the Medium Term Financial Strategy. The key reserves and balances had been reviewed and were considered prudent and appropriate at this stage in the financial year.

The report also advised that 800 equal pay claims had been lodged with the Council as part of the national single status agreement.

An equal pay reserve had been established over recent years, of £5m in order to meet the future cost of such claims.

RESOLVED: That

- 1) all spending continues to be limited to the absolutely essential;
- 2) Directorates continue to closely monitor spending on agency staff and overtime, so that spending in these areas continues to reduce;
- 3) Strategic Directors ensure overall spending at year-end is within their total operational budget; and
- 4) The Board note the revisions to the capital programme in paragraph 3.13 of the report, made under delegation by the Operational Director, Finance.

EXECUTIVE BOARD MEETING HELD ON 15 March 2012

113	PUBLIC SECTOR EQUALITY DUTY – EQUALITY OBJECTIVES
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The Board considered a report of the Strategic Director, Policy and Resources, on the Public Sector Equality Duty, Equality objectives.

The Board was advised that the Public Sector Equality Duty (PSED) came into force in April 2011 as part of the Equality Act 2010. The Duty consisted of a General Duty and Specific Duties, as detailed in the report. This information, which was published by the Council on 31 January 2012, would be updated annually and included:

- Information relating to employees that share protected characteristics; and
- Information relating to people affected by the public body's policies and practices.

In addition, the Specific Duties also required public bodies to prepare and publish one or more specific and measurable equality objectives which help them to further the three aims of the Equality Duty. This must be first published by 6 April 2012 and subsequent objectives must be published at least every four years, with a progress report each year.

The Board noted that the proposed objectives for 2012 were set out in Appendix 1, attached to the report. They reflected issues raised by customers and staff and would promote partnership working, and

had been developed as a result of consultation with the Corporate Equality and Diversity Group.

RESOLVED: That

- 1) the obligations of the Council in respect of the Public Sector Equality Duty be noted; and
- 2) the proposed objectives be agreed.

EXECUTIVE BOARD MEETING HELD ON 29 MARCH 2012

124	THE PEOPLE PLAN 2012-15
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The Board considered a report of the Strategic Director, Policy and Resources, on the implementation of the Council's People Plan 2012-2015 (the Plan).

The Board was advised that in order to produce the draft version of the Plan, two key pieces of work had been undertaken at the start of the process, which had been used extensively in its production. These were a Staff Survey which sought the views of the staff on what they thought the Council was like to work for, and a Workplace Profile which looked in depth at the characteristics of the workforce. Both documents were appended to the report.

The Plan identified four Key Strategic Aims, as detailed in the report, each of which contained a number of objectives, a number of actions, a number of success measures with linked outcomes and timescales. The Board was advised that the Plan would be monitored by the Organisational Development Group and that a further Staff Survey would be carried out in 2015.

It was noted that the draft Plan had been considered in some detail by the Corporate Policy and Performance Board on 21 February 2012, with a recommendation that Executive Board approve its adoption.

RESOLVED: That the Board fully endorse and support the implementation of the Council's People Plan 2012-2015.

125	ANNUAL REVIEW OF THE CONSTITUTION 2012
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The Board received a report of the Strategic Director, Policy and Resources which sought the approval of the Council to a number of changes to the Constitution.

Members were advised that the revised version picked up the changes to the Council's working arrangements that had taken place during the year, as well as other changes which were intended to assist the Council to operate more effectively.

The proposals for change had been considered by the Chief Executive and the Executive Board Member for Resources in accordance with Article 16.02. It was reported that apart from the purely technical changes, the proposed amendments that were considered to be of particular significance were listed as an appendix to the report. The review also took account of the recommendations by the cross party Constitutional Working Group, legislative changes to the Standards regime as well as changes to Public Health arrangements.

RESOLVED: That Council be recommended to approve the changes to the Constitution as set out in Appendix 1 attached to the report.

126	CALENDAR OF MEETINGS
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The Board received a report of the Strategic Director, Policy and Resources which set out the proposed Calendar of Meetings for the 2012/13 Municipal Year appended to the report for information.

The Board was advised that, subject to Council agreeing to retain meetings of the Standards Committee, dates had been allocated for this in the 2012/13 calendar. In addition, adjustments had been made to reflect other changes proposed by the cross party Constitutional Working Group as they affected the scheduling of the Executive Board Sub Committee and the deletion of the 3MG Executive Board.

RESOLVED: That the Council be recommended to approve the Calendar of Meetings for the 2012/2013 Municipal Year as appended to the report.

EXECUTIVE BOARD SUB MEETING HELD ON 26 JANUARY 2012

75	DISCRETIONARY NON DOMESTIC RATE RELIEF
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The Sub-Committee received a report of the Strategic Director, Corporate and Policy which sought Members consideration of an application for discretionary rate relief, under the provisions of the Local Government Finance Act 1988.

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

RESOLVED: That

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

Age Concern Mid Mersey	20%
Four Estates Limited	20%
Halton Credit Union Limited	100%
Halton Haven Hospice	20%
Halton Speak Out	20%
RSPCA, Warrington, Halton and St. Helens Branch	20%

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

Four Estates Limited	20%
Halton Credit Union Limited	100%

EXECUTIVE BOARD SUB MEETING HELD ON 9 FEBRUARY 2012

82	TREASURY MANAGEMENT 2011-12 THIRD QUARTER (OCTOBER – DECEMBER)
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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 during the financial year to date, the Council had operated within the treasury limits and prudential indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices.

RESOLVED: That the report be noted.

EXECUTIVE BOARD SUB MEETING HELD ON 15 MARCH 2012

93	REVIEW OF FEES AND CHARGES
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The Sub-Committee received a report which sought approval to increase existing fees and charges generally in line with inflation, although some would be increased by more to reflect the charges in other local authority areas, for the following:

Environmental Information, requests for information regarding potentially contaminated land, hackney carriage and private hire charges, licence fees (other than hackney carriage and private hire charges), Road Traffic Regulation Act 1984, Town Police Clauses Act, Highways Act 1980, Highway Searches, Signing, Traffic Signals, Building Act, Street Naming and Numbering, Road Safety, Traffic Data, CCTV Maintenance, closure of Bus Stops for roadworks, New Roads and Street Works Act 1991, Health and Safety Advice to Schools and Academies and miscellaneous.

The Sub-Committee was advised that the increase in fees and charges also included a number of statutory fees that may increase during the coming financial year and Members were asked to agree to these increases as they occurred.

RESOLVED: That the proposed fees and charges as set out in the report be agreed for 2012/13 and referred to the relevant Policy and Performance Boards for information.

EXECUTIVE BOARD SUB MEETING HELD ON 29 MARCH 2012

99	AWARD OF TERM MAINTENANCE CONTRACTS
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The Sub Committee considered a report of the Strategic Director - Children and Enterprise, which advised on the tender process for the award of a number of term contracts with regard to the maintenance of the Council Property portfolio. The overall value of the contracts were estimated at slightly over £1m per annum the breakdown being as follows:

- Mechanical – Widnes £190,000
- Mechanical – Runcorn £165,000
- Electrical – Widnes £300,000
- Electrical – Runcorn £200,000
- Building – Widnes £100,000
- Building – Runcorn £100,000

Following expressions of interest, Contractors were required to submit a PPQ document which was evaluated and a short list of contractors obtained for each lot, these contractors were taken through to tender stage. The tender submissions were then evaluated on both price and quality on a 60/40 ratio, and included an interview/site visit stage which allowed for 10% of the overall quality mark. The results of the evaluation process for the 6 lots were outlined in the report. It was noted that both of the contracts awarded represented a reduction in cost from previous years.

An addendum to the report was circulated at the meeting which highlighted the following:

- Paragraph 3.6 of the report had not been taken into account in the decision making process as current performance did not form part of the Award criteria during the procurement process; and
- Paragraph 3.7 was withdrawn and replaced with an amended paragraph.

RESOLVED: That the award of the electrical and building term maintenance contract covering both Widnes & Runcorn to Picow Building Services, and the award of the Mechanical term maintenance contracts covering both Widnes & Runcorn to Sure Mechanical Services

be approved, each contract is to be awarded for a 3 year period with the potential for a 1 year extension.

100	ICT CAPITAL PROGRAMME 2012-13
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The Sub Committee considered a report which proposed a spending profile for the 2012/2013 ICT Capital Programme. The Council had allocated capital resources to support its ICT infrastructure as part of the overall budget considerations on 7th March 2012.

Members were advised that the technology and support strategy would continue to develop the three fundamental areas required by service users essential for gaining access to council services, its systems and key data sets from any location. The three areas consist of the Data Support Environment (Data Centre – Server & Digital Storage), the Network (Wireless or Wired) and the Desktop Access solutions. The current capital programme allocation 2012/13 was £1,100,000 and it was recommended that it be split as follows:

Data Support Infrastructure	£447,000
Network	£268,000
Desktop Access Solution	£385,000

Members commented that a more detailed ICT Capital Programme report should be submitted to a future Executive Board meeting.

RESOLVED: That the Board supports the spend profile for 2012/13 as outlined in the report, subject to a more detailed report being submitted to a future Executive Board meeting.

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

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

RESOLVED: That under the provisions of Section 47, Local Government Finance Act 1988, the following application for discretionary rate relief from 2nd October 2009 be refused:

Headstart Academy Ltd

100%

109	PROPOSED USE OF THE AD HOC PROPERTIES GUARDIAN SCHEME
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The Sub Committee considered a request to waive Standing Orders to implement the Ad Hoc properties guardian scheme as an alternative method of protecting vacant properties within the Council's ownership. It was reported that the arrangement would be initially for two vacant Council properties for a 3 month period. Following the initial three months, the Council could terminate the agreement by giving a minimum of two weeks' notice. If the scheme was successful a procurement exercise would be carried out.

It was noted that following initial set up costs, for example, minor adaptations, clearing out the building, and basic amenities provided, there was no management fee to pay as Ad Hoc gained their income from the Licence fee paid by the guardians.

RESOLVED: That

- 1) The proposal to test the use of the guardian scheme in two of its vacant properties be approved;
 - 2) a report is brought to a future meeting of the Executive Board to consider the success/failure of the scheme and whether it should be adopted for other vacant Council buildings and to consider procurement options should the pilot scheme be successful; and
 - 3) pursuant to Standing Order 1.8.2 (c), on this occasion Standing Orders be waived as this is a pilot scheme to test the effectiveness of the scheme.
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REPORT TO: Corporate Policy & Performance Board
DATE: 22 May 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, 7 December 2011 at the Karalius Suite, Stobart Stadium, Widnes

Present:

Board Members:	Cllr Rob Polhill (Chairman)	HBC
	Nick Atkin	Halton Housing Trust
	Cllr Dave Cargill	Police Authority
	Hayley Dooley	Job Centre Plus
	Dympna Edwards	NHS Halton & St Helens
	Kate Fallon	Bridgewater Community NHS Trust
	Mike Fry	Community Representative
	Rev. Ray Jones	Faith Communities
	Terry Parle	Halton Sports Partnership
	Michael Sheehan	Riverside College
	Richard Strachan	Cheshire Police
	Alex Waller	Cheshire Fire and Rescue Services
	Jim Wilson	NHS Halton and St Helens
	Sally Yeoman	Halton and St Helens VCA
	David Parr	HBC – Safer Halton Representative
	Ann McIntyre	HBC – Children’s Trust Representative

Advisors to the Boards

Hazel Coen	HBC
Lorraine Cox	HBC
Lynn Derbyshire	HBC
Linda Driscoll	HBC
Alan Graham	HBC
Ann McIntyre	HBC
Mick Noone	HBC
David Parr	HBC
Shelah Semoff	HBC
Louise Wilson	HBC

Apologies for Absence: P Cain, B Edwards, T Gibbs, M Hankinson , Cllr R Hignett, G O'Rourke, W Rourke, S Spoerry and D Sproson.

32 MINUTES OF THE LAST MEETING AND MATTERS ARISING

The minutes of the meeting held on 21 September 2011 having been printed and circulated were agreed as a correct record.

33 PRESENTATION: PROCUREMENT LANDSCAPE

The Board received a presentation from Lorraine Cox, Head of Procurement. The presentation highlighted the procurement process in Halton and the changes and improvements made over the last 20 months. The presentation:-

- Explained why a change in procurement rules had been essential i.e. because of budgetary cuts resulting in a need for efficiency savings and identifying ways of working differently;
- Outlined going 'Go-cal – how the Council had challenged and changed the internal rules for procurement and raised the threshold to the EU threshold and outlined the benefits this had to the Council and the business community;
- Set out what had been done to date i.e. education activities to raise awareness, in the first three months £600k had been saved and the Council were on track to save £1m in Year 2 and The Chest had been rolled out across the Borough;
- Outlined the various methods to check that the process was being successful i.e. via savings, compliance, local statistics and the Audit Commission;
- Highlighted the importance of thinking differently and thinking together i.e. consider the following points:-
 - Do you understand your total spend?
 - Contracts in place – renew?
 - Aggregation Rules – economy of scale?
 - Rules – do they help or hinder?
 - Change people and practice?
 - Collaborate?
 - Procurement is everybody's business?
 - The Law; and
 - Think beyond the usual and challenge all spend; and
- Set out the next steps in the process as follows:-
 - Full use of Adv RFQ – Prove Impact;
 - Full compliance;
 - More savings;
 - Wider collaboration;
 - Challenge the Law;
 - National arena; and
 - Putting Halton on the map.

The Board noted that Halton were sharing the success of the procurement process with other Local Authorities regionally. The Board also noted that work would be undertaken with smaller voluntary organisations to encourage collaboration. In addition, it was suggested that as part of the Governance

Review which was to be considered later on the agenda, procurement could be identified as a task and finish group enabling the Partnership to take the process forward.

RESOLVED: That

- (1) the presentation and comments raised be noted;
- (2) Lorraine Cox be thanked for her informative presentation; and
- (3) The procurement process be added to the proposed programme of topics under the new agenda management structure to be established from March 2012.

34 PROGRESS ON ACTION PLAN AND GOVERNANCE REVIEW

The Partners considered a report on the progress against the improvement areas outlined in the Board's Development Plan.

The Board was advised that the report outlined progress made to date, and future proposals against the following areas:-

- Governance Arrangements;
- Agenda Management; and
- Communication.

In respect of the Governance Arrangements, the Board was advised that they were being reviewed and the proposed membership for future Board meetings was attached at Appendix A to the report. The proposed membership list reflected the positive and inclusive partnership ethos under which the Board operated, but also reflected changing architecture of the public sectors by addressing changes such as the move to Health and Wellbeing Boards and Clinical Commissioning Groups and the intended introduction of the Police and Crime Commissioner in November 2012.

In respect of Agenda Management, the Board was advised that from March 2012 a standing agenda / structure for each meeting would be introduced and was set out in the report. Board meetings would only be held for a maximum of two hours, agendas would be sent out two weeks in advance of the meeting and Board Members would be asked to raise any issues/questions relating to Information Items prior to the meeting. If no issues had been raised, the item would not be discussed, to facilitate more time on the Open Forum discussions. In addition, a programme of topics for the open forum discussion would be agreed by the Board in advance.

In respect of Communication, the Board was advised that the HSPB Community Strategy which had been endorsed at the June 2011 meeting in which a named champion had been put forward was now being implemented by the Partnership Equality, Engagement and Cohesion Group. Communications across the Partnership were also being reviewed with the named champion

(Nick Atkin) and a report outlining progress made and recommendations would be presented to the March 2012 meeting. The actions that had already been implemented were listed in the report.

The Board welcomed the report and the greater accountability that it would bring to the partnership. The importance of disseminating the key messages to the Board's respective organisations and engaging with broader stakeholders in the Borough was also noted

After discussion it was agreed that a representative from NHS Halton & St Helens be added to the membership set out in Appendix A of the report.

In conclusion, it was reported that an update report would be presented to the March meeting of the Board.

RESOLVED: That

- (1) the revised Board Membership set out in Appendix A to the report, with an additional representative to be added to the list from the NHS Halton and St Helens be approved;
- (2) the Board endorse the proposal to receive the revised Governance documents at the March 2012 meeting for approval; and
- (3) the new agenda management process and the proposal to agree a programme of topics of Open Forum discussion with topic leads be endorsed.

35 ENHANCED PARTNERSHIP WORKING UPDATE

The Board considered a report which set out the recommendations from the Enhanced Partnership Working Project's Final Report and proposals for how these would be implemented.

It was reported that in June, the Board had accessed NW IEP funding and commissioned Local Improvement Advisors Bernie Wilde with support from Estelle Rowe, to work with the Partnership to enhance partnership working and support the Board's Action Plan improvement areas of resource mapping and development of a strategic work programme with a focus on innovation and joint working.

It was also reported that the exercise had focussed on three areas of the Sustainable Community Strategy – Stronger Local Labour Force, Reducing Alcohol Related Harm and Reducing Social Responsibility.

Furthermore, it was reported that the experience gained through implementation of the project together with the learning from regional and national resource mapping initiatives provided a number of recommendations, contained within the final Board report that would have to be considered as it

moved into the next phase of partnership working. The recommendations were outlined at the Board Workshop which had taken place on 17 October 2011 and were listed in the report.

The Board was advised that the full report was attached at Appendix 1. There were also a large number of appendices to the report, which due to their volume had not been appended to the report. However, it was reported that the appendices would be available upon request.

The Board was further advised that, subject the report recommendations being approved, work would continue on training Cost Benefit Analysis Practitioners and completing the current work streams. The results would be reported back to the SSP's and to the Board in March 2012 with a view to rolling out the approach more extensively across the Partnership.

RESOLVED: That

- (1) the report be noted;
- (2) the recommendations of the Final Enhanced Partnership Working report set out in Appendix 1 to the report be approved;
- (3) the work be completed on the three pilot work streams of a Stronger Local Workforce, Anti-Social Behaviour and Alcohol Harm Reduction and the results reported back to the Board at its March 2012 meeting; and
- (4) the Board endorse the approach and recommend and agree for a core group of officers to be trained as Cost Benefit Practitioners to deliver the resource mapping exercise to future priority work streams.

36 SCS PERFORMANCE FRAMEWORK

The Board considered a report which proposed a set of performance measures and targets for inclusion within the Sustainable Community Strategy (SCS).

The Board was advised that the SCS 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 following extensive research and analysis and consultation with all stakeholder groups including Elected Members, partners and the local community and representative groups, a new SCS (2011-26) had been approved.

It was reported that selected measures and targets for each of the five community priorities were set out in Appendix 1 to the report. In addition,

further detail was provided in Appendix 2A – 2E, using the Halton Corporate template, designed for the purpose of bringing together all relevant items of performance information.

In conclusion, it was reported that an annual ‘light touch review’ of targets contained in the SCS would also ensure that targets remained realistic over the five year plan to ‘close the gaps’. In addition, placeholder measures had also been included where new services were to be developed or new performance information was to be captured. This was in response to legislative changes for which baselines would be established in 2011/12 or 2012/13, against which future services would be monitored.

The Board also noted that the rate of increase of NI 39 – the alcohol related hospital admissions rate was slowing down. It was also noted that in the next twelve months a more reasonable target would be considered for this performance indicator. However, it was reported that this highlighted the challenges the Partnership faced in respect of alcohol abuse in the community. The Board noted some of the actions that were being taken to address the issues relating to alcohol abuse.

The representative from Halton and St Helens VCA, suggested that the report focussed on outcome targets rather than input targets i.e. reporting that the number of volunteers had increased. In response, It was reported that the Engagement Strategy incorporated these input targets and this fell within the remit of the Equality Partnership. It was agreed that this be discussed in greater detail with the Officer concerned.

RESOLVED: That the proposed measures and annual targets for the period up to 2012 in line with the Sustainable Community Strategy Delivery Plan be adopted.

37 FOODY FORTNIGHT FEEDBACK

The Board considered a report which gave Partners feedback on the ‘My Halton Foody Fortnight’ event which took place in September and October 2011.

The Board was advised that ‘My Halton’ was first held in 2009 as a showcase for the work of the Halton Strategic Partnership and had cost £26,000. The event had been repeated in 2010 and cost £19,000 and saw an increase in numbers with 210 members of the public at the peak of the event.

The Board was further advised that after the Halton Strategic Partnership Board agreed to hold an event in June 2011, the event had evolved into “My Halton Foody Fortnight.” From 17 September until 2 October 2011, over 20 events had taken place.

It was reported that My Halton Foody Fortnight” event had been co-ordinated by the Council’s Communications & Marketing team, alongside the support of a range of colleagues from across the partner organisations.

Furthermore, it was reported that the only finance available for the event had been a £500 donation from Halton Housing Trust. This had been used to fund flyers, posters and an advertising campaign run in partnership with the Runcorn & Widnes World.

In addition, it was reported that In order to make good use of free public relations, Communications & Marketing had issued six media releases, which attracted 23 users. As well as Runcorn & Widnes Weekly News and Runcorn & Widnes World, "My Halton Foody Fortnight" also featured on Radio Merseyside, Cheshire Life website, Liverpool Daily Post, Wire FM and Halton Community Radio. Using Twitter and partner social media accounts also helped to create a buzz and wider prominence for the events. The media statistics helped Communications & Marketing have its best month ever for media coverage for Halton Borough Council.

In conclusion, it was reported that the events had been very well-received and had attracted significant attention from both the media and public alike, more than previous events. With thousands of people engaging with the event in some small fashion, the impact on the public was much more than other "My Halton" events and gave many valuable opportunities to showcase the Halton Strategic Partnership and practical partnership working in Halton, even during difficult times.

Whilst "My Halton Foody Fortnight" was both an idea of and run by the Communications & Marketing team at Halton Borough Council, thanks must go to Halton Housing Trust for their generous donation.

The Chairman of the Board highlighted that the event had cost a small amount of money and had been a huge success. He encouraged the Partners to support the event next year and discuss this with their organisations. He indicated that it was important that preparations commenced as early as possible.

RESOLVED: That

- (1) the report be noted; and
- (2) Halton Housing Trust be thanked for their generous donation.

38 LOCALISM ACT 2011 - ROYAL ASSENT

The Board considered a report which gave the Partners an update on some of the impacts and implications of the recently agreed Localism Act.

The Board was advised that The Localism Bill received Royal Assent and hence became law on the 16th November 2011. Whilst the majority of the Act would come into force in April 2012, some sections had come into force in November, other parts in January 2012. The most important part that came

into force in November 2011, was the duty on local authorities to co-operate on the planning of sustainable development.

The Board was also advised that during its passage through the House of Lords, the legislation had experienced a number of changes such as the scrapping of the provision to have “shadow mayors” and removing the need to hold local referendums. There had been concern that poorly supported referendums could have cost local government in excess of £310m over a 10 year period.

It was reported that originally there had also been the provision for fines from the EU to be passed directly to councils. However, it was highlighted that this had now been watered down and there was now a requirement for a Parliamentary debate and vote on each and every fine before it was applied.

Furthermore, it was reported that new rights would allow local communities to shape new development by coming together to prepare neighbourhood plans. Local communities, Parish and town councils or, where they existed, neighbourhood forums would lead the creation of neighbourhood plans, and this must be supported by the local planning authority. Once written the plan would be independently examined and put to a referendum of local people for approval.

In addition, Community Right to Bid (assets of community value) would ensure that community organisations had a chance to bid to take over assets and facilities that were important to them. It was considered that community ownership would allow the adoption of a variety of business models and therefore make assets viable in a way that they were not previously. This referred to assets only (land and buildings) not services. Community groups may therefore be able to nominate a building to be listed as an asset of community value, but not the service that operated from within that building.

In respect of the Community Right to Challenge: this gave the right for community and voluntary bodies, parish councils and authority employees to bid to take over the running of Local Authority services. It would give these groups the ability to bring their proposals on take on the running of a service to the attention of the local council and require it to give them proper consideration. It would enable these bodies to express an interest in running a service, which may trigger a procurement exercise relating to the provision of relevant authority services on the authority's behalf.

In conclusion, it was reported that the legislation contained in the Localism Act would have an impact on both planning services and Council and partnership working as a whole. However, systems and procedures were already in place to expedite this so changes made would represent a refresh and evolution of partnership working, rather than the creation of something entirely new.

The Chief Executive reported that the Localism Act was a significant piece of legislation that represented changes to planning legislation to give the

community a greater opportunity to influence planning applications within a framework. It was a major change in respect of empowering communities and it was suggested and agreed that a half day seminar be arranged for Elected Members and Partners.

The Board noted the implications of the emerging Localism Act. The Board also recognised that it was important to consult / engage with local people but noted that decision making required leadership and Elected Members were nominated to represent the community.

RESOLVED: That

- (1) the report and comments raised be noted;
- (2) further update reports be presented to the Board as further aspects of the Act comes into force; and
- (3) a half day seminar to consider the implications of the Localism Act be arranged for Elected Members and Partners.

39 SUPERFAST BROADBAND

The Board considered a report which gave the Partners an update on the progress in delivering a Superfast Broadband (SFB) facility in Halton.

The Board was advised that Halton Borough Council were in the process of formally joining the Cheshire and Warrington programme to delivery superfast broadband (SFB) to the County of Cheshire. This was necessary to take advantage of the funding for infrastructure being made available by Broadband Delivery UK (via the Department for Culture Media and Sport)

It was reported that the Halton Digital Economy and Inclusion Strategy consisted of four elements:

1. Obtain Next Generation Access (NGA) Broadband for the Borough by driving demand for this utility;
2. Provide businesses with the knowledge and skills to take advantage of NGA and related technology;
3. Provide residents with the knowledge, skills and infrastructure for inclusion in the online world; and
4. Deliver more Council Services primarily online with backup via other channels.

The Board was further advised that in order for Halton's business and commerce to stay competitive in a modern and global economy essential infrastructure such as NGA was critical. Digital infrastructure was essential in retaining and attracting businesses within Halton.

Furthermore, it was reported that the focus on the strategy was obtaining NGA for the Borough. The other key aims (elements 2,3,4 above) were targeted at driving up demand for NGA, thereby making Halton an attractive market for providers such as BT and Virgin Media to invest in NGA infrastructure with the minimum of public sector intervention.

In addition, it was reported that Halton Borough Council was in the process of joining the Cheshire East / Cheshire West and Chester and Warrington Consortium who were at an advanced stage of bidding to draw down the BDUK funding. The Consortium had also developed a credible "Connecting Cheshire" bid for ERDF funding which received first stage approval in November 2011 and would continue to be developed and move forward for full approval in March 2012. The bid would be worth a total cost of £27.17m with an ERDF contribution worth £13.58m.

In conclusion, it was reported that joining with the Cheshire Consortium offered access to an established and branded project that had already made substantial efforts to engage businesses and politicians at a local and national level. It was anticipated that superfast broadband would support the creation of 5,500 jobs in Cheshire and Warrington and add £197m in growth to the economy year on year.

RESOLVED: That the report be noted.

40 FAITH SECTOR ENGAGEMENT EVENT - FEEDBACK

The Board considered a report which informed the Partners of a recent event that had taken place to improve engagement activities with members of the faith communities in Halton.

The Board was advised that the faith community had an active role in supporting community life across Halton. In some areas there was joint working with the public sector and other community & voluntary sector agencies and the benefits to those communities were apparent, strong communities with a sense of cohesion and pulling together.

The Board was advised that on the 24 November, a half day event had taken place at CRMZ, Kingsway which brought together over 60 service providers, and members of Halton's Faith Communities. The key outcomes of the event were as follows:-

- An opportunity to commence dialogue across the sectors in capacity building for future service provision to our neighbourhoods;
- The start of a Directory of Non-Christian Places of Worship around Halton's boundaries;

- An increased awareness of faiths & how to deal with people from non-Christian denominations respectfully; and
- An increased understanding of neighbourhood activity from both public service providers and the faith communities and a platform for future working.

In conclusion, it was reported that part of the evaluation questionnaire had asked delegates how they would wish to see the networking opportunities continue, particularly with the lack of resources to facilitate a full network. In addition, it was reported that work would continue to build on the first event and encourage interaction between the public and faith sectors in a format that would be sustainable.

The Board noted that it had been a very positive and successful event which had been well attended.

RESOLVED: That the report and the comment raised be noted.

41 WNF FINANCIAL SUMMARY UPDATE

The Board considered a report which gave the Partners an update on the spend profile for WNF funded projects for quarter 2 of the 2011-12 financial year.

The Board was advised that the spreadsheet attached at Appendix 1 to the report showed WNF spend per project for the second quarter of the current financial year, currently showing on the Council's financial system as of 17 November 2011.

The Board noted that the WNF was currently on track to spend the identified funds. It was suggested and agreed that the third quarter report would be sent out to members of the Board electronically when it was available and prior to the next meeting.

RESOLVED: That the report be noted.

42 CHRISTMAS AND NEW YEAR

As this was the last meeting prior to the Festive Season, the Chairman extended his best wishes to the Members of the Board and Officers for a Merry Christmas and prosperous New Year.

Meeting ended at 11.10 a.m.

REPORT TO: Corporate Policy & Performance Board

DATE: 22 May 2012

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Annual Report 2011/12

PORTFOLIO: Resources

WARDS: Borough wide

1.0 PURPOSE OF REPORT

To receive the Annual Report of the Corporate Services Policy and Performance Board for 2011/12 (attached), to comment in respect of the same, and to make any changes considered appropriate.

2.0 RECOMMENDED: That the Report be approved

3.0 POLICY IMPLICATIONS

None at this stage

4.0 OTHER IMPLICATIONS

None at this stage

5.0 RISK ANALYSIS

N/A

6.0 EQUALITY AND DIVERSITY ISSUES

N/A

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

Document	Place of inspection	Contact Officer
Overview and Scrutiny Toolkit	2 nd Floor Municipal Building	M. Reaney



**ANNUAL REPORT
CORPORATE POLICY AND PERFORMANCE BOARD
APRIL 2011 – MARCH 2012**

We have faced another year of austerity and significant cuts in Government Grants. I would like to thank the chairs of all the committees and the officers for their commitment and input to the budget process. It has been a difficult year and worse is to come.

My thanks also to my vice chair Joe Roberts and all the Members of the Board for their hard work and the contribution they have made to its activities over the past year. This year, key areas have included development of a People Plan for the Authority, a detailed review of the Performance Management framework, and consideration of the emerging legislation regarding the localisation of Council Tax support, and Business rates retention. This year, work will continue on Locality Working, Halton Strategic Partnership, and Markets.' Councillor Alan Lowe – Chairman of Corporate Services Policy and Performance Board.

MEMBERSHIP AND RESPONSIBILITIES

During 2011/12 the Board comprised of eleven Councillors – A. Lowe [Chairman] J. Roberts [Vice Chair] Browne, Dennett, Gilligan, C. Loftus, A. McInerney, Philbin, N. Plumpton Walsh, Redhead and Wainwright.

The Board is responsible for scrutinising performance and formulating policy in relation to Resources, Personnel and Training, ICT, Property, Democratic Services, Legal Services, Communications and Marketing, Stadium Civic Catering, Procurement, Corporate Complaints and Area Forums. The Board also has responsibility for monitoring the performance of the Reporting Departments which during the last year were Legal and Democratic Services, Human Resources, Financial Services, ICT and Support Services, and the Policy and Performance Divisions.

REVIEW OF THE YEAR

The full Board met five times during the year. Set out below are some of the main initiatives upon which it has worked during that time.

REVIEW OF THE PERFORMANCE MANAGEMENT FRAMEWORK

The Board received an initial Report at its May meeting in regard to future Performance Management arrangements for the Council in the light of changing regulatory requirements and reduced resources. It was noted that the existing framework was developed primarily as a result of Audit Commission findings from the pre existing Corporate Assessment process

which had served the Council well. As a result of a number of changes including the abolition of the CAA, the Audit Commission, Local Area Agreements, and the National Indicators Set. The principles for developing a new framework were discussed and Members gave initial views. The Board would oversee the process of developing the new framework and would receive a report at the September meeting.

That meeting received a further report from Strategic Director – Policy and Resources updating Members on the progress in the Review. The Report indicated that the Council had been afforded some degree of flexibility in considering the development of future Performance Management arrangements, which would reflect a transition away from authorities being performance managed by central government to being held to account at a local level. However, it had been clarified that the national inspection framework for Children’s Services and Adult Social Care by OFSTED and CQC would remain in place. Also, performance data would continue to be submitted as prescribed in the National Single Data Set. Members considered the proposals in detail and recommended to the Executive Board that:-

1. the development and use of a priority based performance report for each of the Council’s six corporate priorities in 2012/13 for each Policy and Performance Board be approved;
2. the presentation of Directorate overview reports on a quarterly basis and progress against the Corporate Plan on a six monthly basis for 2012/13 be approved; and
3. the availability of existing departmental focused performance reports for operational management purposes be continued and made available to Members via the Council Intranet as advertised in the Member’s bulletin.

LOCAL AREA FORUMS

The November meeting received a report on the spending profiles of the Local Area Forums for the financial period 1st April 2010 to March 2011 Members were provided with information on the spend allocation and expenditure within each Area Forum for the year which was categorised into a number of key areas as follows – Landscapes, Safety, Youth Facilities, Improved Parks, Pedestrian Access, Security, and Other. Members considered the amended Area Forums Grant Funding proposal form which was appended to the Report. The Report was welcomed and Members suggested that future reports could include the following information:

- data from the previous years spend so that comparisons could be made
- the types of projects applied for; and

- information on the percentages of applications that are approved and not approved.

LOCALISATION OF COUNCIL TAX SUPPORT

In January, the Operational Director Finance submitted a report informing Members of the proposals being made as part of the Government's Local Government Resources Review in relation to the localism of Council Tax support. The Government had announced that it would localise support for Council Tax from 2012/14 thus reducing expenditure by 10%. The Welfare Reform Bill contained proposals for the abolition of Council Tax benefit from 2013 paving the way for new localised schemes. The Report then set out the proposed scheme that the Council would adopt. Members asked for a further report to be brought to the Board to assess and make recommendations on:-

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.

LOCAL GOVERNMENT RESOURCE REVIEW PROPOSALS FOR BUSINESS RATES RETENTION

Also at its January Meeting, the Board received a report detailing the Government's proposals for Business Rates retention and the potential financial implications for the Council. There would be fundamental changes to the funding of local government which would have a significant impact on future resources available to the Council. A consultation had taken place in relation to the proposals for Business Rates retention as part of the resource review. Under the Government's proposals, from 2013/14, formula grant would be fully funded from business rates with the removal of revenue support grant. The Report outlined the financial risks for Halton associated with the proposed changes.

PEOPLE PLAN 2012/15

The February Meeting received a detailed presentation on the draft People Plan, which had been developed by the Organisational Development Group chaired by the Strategic Director – Policy and Resources with membership from the three Directorates and including Trade Union representation. It was important to have a new plan which was flexible in order to respond to changing circumstances. The draft had been developed as a result of key research and findings derived from the Staff Survey 2011 and the Workforce Profile 2011. The plan consisted of four key strategic aims -

- Attract Develop and Retain excellent people
- Excellence in Leadership and Management development
- Being an excellent employer
- Promoting organisational excellence.

It would be monitored by the Organisational Development Group and as part of the Evaluation Process; a further staff survey would be carried out in 2015. Members considered the plan in detail and asked a number of questions of the presenters before resolving that the plan be approved for onward transition to the Executive Board.

PERFORMANCE ISSUES

During the year the Board also focused a significant amount of time and effort monitoring the performance of the reporting departments. A number of performance issues that were overseen by the Board during the year have been –

- School Catering and the operation of the Stobart Stadium
- Sickness absence
- Accident statistics

WORK PROGRAMME 2012/13

The Board has decided that during the current municipal year 2012/13 it would carry out detailed work on the following topics –

- Locality working
- Halton Strategic Partnership
- Markets

REPORT TO: Corporate Services
Policy and Performance Board

DATE: 22nd May 2012

REPORTING OFFICER: Strategic Director – Policy & Resources

SUBJECT: Sustainable Community Strategy Year End
Progress Report 2011/12.

PORTFOLIO: Resources

WARDS: Borough-wide

1.0 PURPOSE OF REPORT

1.1 To provide information on the progress in achieving targets contained within the 2011- 2016 Sustainable Community Strategy for Halton.

2.0 RECOMMENDED THAT:

- i. The report is noted
- ii. The Board considers whether it requires any further information concerning the actions taken to achieve the performance targets contained within Halton's 2011–16 Sustainable Community Strategy (SCS).

3.0 SUPPORTING INFORMATION

3.1 The Sustainable Community Strategy, a central document for the Council and its partners, provides an evidenced-based framework through which actions and shared performance targets can be developed and communicated.

3.2 The previous Sustainable Community Strategy included targets which were also part of the Local Area Agreement (LAA). In October 2010 the coalition government announced the ending of government performance management of local authorities through LAAs. Nevertheless, the Council and its Partners need to maintain some form of effective performance management framework to:-

- Measure progress towards our own objectives for the improvement of the quality of life in Halton.
- Meet the government's expectation that we will publish performance information.

3.3 Thus, following extensive research and analysis and consultation with all stakeholder groups including Elected Members, partners and the

local community and representative groups, a new SCS (2011 – 26) was approved by the Council on 20th April 2011.

- 3.4 The new Sustainable Community Strategy and its associated “living” 5 year delivery plan (2011-16), identifies five community priorities that will form the basis of collective partnership intervention and action over the coming five years. The strategy is informed by and brings together national and local priorities and is aligned to other local delivery plans such as that of the Halton Children’s Trust. By being a “living” document it will provide sufficient flexibility to evolve as continuing changes within the public sector continue to emerge, for example the restructuring of the NHS and public health delivery, implementation of Local Economic Partnerships and the delivery of the ‘localism’ agenda.
- 3.5 As such, articulating the partnership’s ambition in terms of community outcomes and meaningful measures and targets to set the anticipated rate of change and track performance over time, will further support effective decision making and resource allocation.
- 3.6 Placeholder measures have also been included where new services are to be developed or new performance information is to be captured, in response to legislative changes; for which baselines will be established in 2011/12 or 2012/13, against which future services will be monitored.
- 3.7 An annual ‘light touch review’ of targets contained within the SCS, will also ensure that targets remain realistic over the 5 year plan to ‘close the gaps’ in performance against regional and statistical neighbours.
- 3.8 Attached as Appendix 1 is a report on progress to the 2011-12 year end which provides a summary of all indicators within the new Sustainable Community Strategy in order to provide a clear picture of progress.
- 3.9 Further detail for each community priority is available via the following link <http://intranet/documents/SCS/201112/Year End Review> with specific indicators and targets reported to the respective Policy and Performance Board.
- 3.10 Further detail is contained in the overall report and individual reports for each PPB, with corporate templates for each measure bringing together all relevant pieces of performance information in one place – considering the levels of performance that have been achieved over time to date. These templates also provide a contextual backdrop in relation to performance nationally, regionally and by our statistical neighbours where available. These show for a majority of measures, a continued trajectory of continuous improvement as shown by the upward direction of travel arrow, where performance is better than this time last year; or performance has been maintained. A summary of key activities taken or planned to be taken to improve performance by

the Council and its Partners is also stated for each measure by respective Lead Officers.

4.0 CONCLUSION

4.1 The Sustainable Community Strategy for Halton, and the performance measures and targets contained within it will remain central to the delivery of community outcomes. It is therefore important that we monitor progress and that Members are satisfied that adequate plans are in place to ensure that the Council and its partners achieve the improvement targets that have been agreed.

5.0 POLICY IMPLICATIONS

5.1 The Sustainable Community Strategy for Halton is central to our policy framework. It provides the primary vehicle through which the Council and its partners develop and communicate collaborative actions that will positively impact upon the communities of Halton.

6.0 OTHER IMPLICATIONS

6.1 The publication by Local Authorities of performance information is central to the coalition government's transparency agenda.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 This report deals directly with the delivery of the relevant strategic priorities of the Council.

8.0 RISK ANALYSIS

8.1 The key risk is a failure to improve the quality of life for Halton's residents in accordance with the objectives of the Sustainable Community Strategy. This risk can be mitigated through the regular reporting and review of progress and the development of appropriate actions where under-performance may occur.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 One of the guiding principles of the Sustainable Community Strategy is to reduce inequalities in Halton.

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

Document	Sustainable Community Strategy 2011 – 26
Place of Inspection	2 nd Floor, Municipal Building, Kingsway, Widnes
Contact Officer	Hazel Coen DM (Performance & Improvement)

APPENDICES

Appendix 1 – Year End Progress Summary for 2011/12



The Sustainable Community

Strategy for Halton

2011 - 2016

Year end Progress Report
01st April 2011 – 31st March 2012









Halton Strategic **PARTNERSHIP**

























Document Contact (Halton Borough Council)	Hazel Coen (Divisional Manager Performance & Improvement) Municipal Buildings, Kingsway Widnes, Cheshire WA8 7QF hazel.coen@halton.gov.uk
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This report provides a summary of 2011 – 12 progress in relation to the achievement of targets within Halton’s Sustainable Community Strategy (2011 – 2016).

The following symbols have been used to illustrate current performance as against the 2011 – 12 targets and as compared to performance for the same period last year.

	Target is likely to be achieved or exceeded.		Current performance is better than this time last year
	The achievement of the target is uncertain at this stage		Current performance is the same as this time last year
	Target is highly unlikely to be / will not be achieved.		Current performance is worse than this time last year

Healthy Halton

Ref	Descriptor	2011 / 12 Target	Direction of travel
HH 1*	a) Alcohol related hospital admissions (NI 39) (Rate 100,000 pop.)		
	b) Alcohol related hospital admissions – AAF =1 (Rate)	N/A	New Measure
HH 2	Prevalence of breastfeeding at 6-8 weeks (NI 53)		
HH 3	a) Obesity in Primary school age children in Reception (NI 55)		
	b) Obesity in Primary school age children in Year 6 (NI 56)		
HH 4	Reduction in under 18 Conception (new local measure definition for NI 112)		
HH 5	a) All age, all cause mortality rate per 100,000 Males (NI 120a)		
	b) All age, all cause mortality rate per 100,000 Females (NI 120b)		
HH 6	Mortality rate from all circulatory diseases at ages under 75 (NI 121)		
HH 7	Mortality from all cancers at ages under 75 (NI 122)		
HH 8	16+ Smoking quit rate per 100,000 (NI 123)		
HH 9	Mental Health - No. of people in counselling/ day services or on waiting lists. (NEW 2011)	Placeholder 2012/13	New Measure
HH 10	Proportion of older people supported to live at home through provision of a social care package (NEW 2011):		
HH 11	a) Increase the % of successful completions (drugs) as a proportion of all in treatment (over 18).		
	b) Increase the % of successful completions (Alcohol) as a proportion of all in treatment (over 18).	Placeholder 2012/13	New Measure

NB - Measures HHI and HH11 are also reported within the Safer Halton priority area as SH10 and SH7 respectively. Measure HH4 is also reported under CYP 15

















Employment, Learning and Skills in Halton

Ref	Descriptor	2011 / 12 Target	Direction of travel
ELS 1	Increase the number of active enterprises within the Borough (NEW 2011)		
ELS 2	Increase the proportion of business diversity (NEW 2011)		
ELS 3	Increase the number of people classed as self-employed (NEW 2011)		
ELS 4	Reduce the proportion of people with no qualifications		
ELS 5	Increase the percentage of people achieving NVQ Level 4 and above (Revised NI 165)		
ELS 6	Increase the percentage of adults using a library (NI 9)	Placeholder 2012/13	N/A
ELS 7	Reduce the percentage of people registered unemployed and seeking employment (JSA claimants) NI 152		
ELS 8	Reduce the percentage of the working age population claiming out of work benefits (Revised measure)		
ELS 9	Increase the gross weekly earnings by residents (NI166)		
ELS 10	Increase the number of residents accessing welfare rights/ debt advice at a casework level (Local Measure - HBC only for 2011/12) a) Debt b) Welfare Rights		






















Safer Halton

SH 1	Reduce Actual Number of ASB incidents recorded by Cheshire Police broken down into youth and adult incidents		
SH 2	Reduce the number of Arson incidents (NI33)		
SH 3	Reduced perception of antisocial behaviour by Residents (NI 17)		
SH 4	Safeguarding Children: Reduce the Number of Young People who repeatedly run away in Halton (NEW 2011)		


































Safer Halton continued

Ref	Descriptor	2011 / 12 Target	Direction of travel
SH 5	Vulnerable Adults – Safeguarding: Increase the percentage of VAA Assessments completed within 28 days		
SH 6	Reduce repeat incidents of domestic abuse within the MARAC Cohort (NI32)		
SH 7	a) Increase the % of successful completions (drugs) as a proportion of all in treatment (over 18)		
SH 7	b) Increase the % of successful completions (Alcohol) as a proportion of all in treatment (over 18)	Placeholder 2012/13	New Measure
SH 8	a) Reduce the number of individuals re-presenting within 6 months of discharge (Drugs) NEW 2011		N/A
SH 8	b) Reduce the number of individuals re-presenting within 6 months of discharge (Alcohol)	Placeholder 2012/13	New measure
SH 9	Reduce the rate of young people (0-18) admitted to hospital due to substance misuse (will include alcohol)		
SH 10	Reduce Alcohol related hospital admissions (NI 39)		
SH 11	Reduce the re-offending rates of repeat offenders (RO's in the Navigate IOM scheme) (Formerly NI 30)		New Measure
SH 12	Reduce the number of first time entrants to the Youth Justice System (formerly NI111).	N/A	New measure
SH 13	Use of Custody (NEW 2011)	N/A	New measure
SH 14	Reduce the proportion of individuals within the Navigate cohort who's offending is substance misuse related.	Placeholder 2012/13	New measure
SH 15	Reduce the re-offending rate of young offenders (Formerly NI 19)	Placeholder 2012/13	New measure
SH 16	Reduce serious acquisitive crime (Formally NI16)		
SH 17	Reduce Assault with Injury crime rate (Formerly NI 20)		

Children & Young People in Halton

Ref	Descriptor	2011 / 12 Target	Direction of travel
CYP 1	Increase the percentage achieving 78+ points across EYFS (6+ CLL and PSE)		
CYP 2	Increase the percentage of children attaining level 4 or above in English & Maths		
CYP 3	Increase the percentage achieving 5+ A*-C including English & Maths		
CYP 4	Increase the percentage achieving Level 3 at 19		
CYP 5	Reduce the percentage of young people not in education, employment or training		
CYP 6	Reduce the Percentage of children who are obese in Year 6		
CYP 7	Reduce the rate of CYP admitted to hospital for substance misuse	N/A	New measure
CYP 8	Increase the Percentage of referrals with evidence of early help and support (CAF)		
CYP 9	Increase the Percentage of educational settings with overall effectiveness Good/ Outstanding	N/A	
CYP 10	Reduce the Attainment gap between FSM and Halton average KS2		
CYP 11	Reduce the Attainment gap between FSM and Halton average KS4		
CYP 12	Improve the identification of Special Educational needs at School Action Plan and School Action plus	N/A	N/A
CYP 13	Increase the percentage of young people progressing to Higher Education	N/A	N/A
CYP 14	Increase the percentage of children with SEN or receiving enhanced provision achieving 2 levels progress	Placeholder 2012/13	New measure
CYP 15	Reduce under 18 conception rate, percentage change from 2009 baseline position		
CYP 16	Reduction in child and family poverty	Placeholder 2012/13	New measure
CYP 17	Increase the percentage of children in care achieving their expected outcomes at KS2 & KS4	Placeholder 2012/13	New measure

Environment and Regeneration in Halton

Ref	Descriptor	2011 / 12 Target	Direction of travel
ER 1	a) Number of Local bus passenger journeys originating in the authority area NI 177		
	b) Number of passengers on community based accessible transport PPT LI 28		
ER 2	a) Percentage of buses starting route on time		
	b) Percentage of buses on time at intermediate timing points		
ER 3	Average Number of days to repair street lighting faults		
	a) Non Distribution Network Operators		
	b) Distribution Network Operators		
ER 4	Percentage of road carriageway where maintenance should be considered		
	a) Principal Carriageways		
	b) Non-Principal Carriageways		
	c) Unclassified Carriageways		
ER 5	Satisfaction with the standard of maintenance of trees, flowers and flower beds		
ER 6	Residual household waste per household (Kgs)		
ER 7	% of household waste recycled / composted		
ER 8	Percentage of municipal waste land filled		
ER 9	Satisfaction with the standard of cleanliness and maintenance of parks and green spaces		
ER 10	Number of Green Flag Awards achieved for Halton		
ER 11	Improved local biodiversity – active management of local sites.		
ER 12	To regenerate 5 hectares of urban sites per annum for the next five years		N/A
ER 13	To make sure there is a 5 year rolling supply of housing land available for 2000 homes over 5 years	N/A	N/A

REPORT TO: Corporate Services Policy & Performance Board

DATE: 22nd May 2012

REPORTING OFFICER: Strategic Director – Policy and Resources

SUBJECT: Staff Accident / Violent Incident Statistics

PORTFOLIO: Resources

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To report on corporate accident statistics with associated trends for 1st April 2011 to 31st March 2012.

2.0 RECOMMENDED

That the report is noted and, if deemed necessary, PPB makes recommendations to the Executive Board.

3.0 SUPPORTING INFORMATION

- 3.1 The annual report on corporate annual accidents and violent incidents for the current financial year is appended.

The report highlights that there has been a reduction in ‘over 3 day’ and significant accidents as the previous year and an increase in violent incidents. Incident trends have been identified and included in the recommendations.

4.0 POLICY IMPLICATIONS

- 4.1 The provision of a safe working environment and reduction in accidents is important in order to provide efficient and effective delivery of services (the sixth priority in the Corporate Plan).

5.0 OTHER IMPLICATIONS

- 5.1 Accidents which lead to lost time have financial implications for the authority (although these are always secondary to our concern for the well being of staff and customers).

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

- 6.1 Nil.

7.0 RISK ANALYSIS

7.1 There are no particular risks attached to this report. Occupational and workplace risk assessments are used to reduce the likelihood of accidents.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no direct implications for equality and diversity.

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

There are no relevant background documents.



CORPORATE ACCIDENT / INCIDENT REPORT
Policy and Performance Board
1st April 2011 to 31st March 2012

INTRODUCTION

The Health and Safety at Work etc Act clearly places responsibility on those who create the risk to manage it. The new HSE Strategy, 'Being Part of the Solution' highlights that members of the board have both collective and individual responsibility for health and safety. As such, the need is for board-level members to champion health and safety and be held accountable for its delivery.

Part of this includes identifying areas for improvement in health and safety management with the intention of improving staff morale, reducing in work-related sickness absence and lowering insurance premiums. In particular having robust health and safety procedures in place provides safeguards against legal action being taken against the Authority.

In order to demonstrate how Halton Borough Council as an employer is delivering the HSE Strategy, this report is to provide Management Team with:

- Lead indicators that highlight proactive action taken and any outcomes;
- Lagging indicators that highlight all reactive action taken. These include any identified accident / incident trends and supporting information on accidents resulting in,
 - major¹ injuries.”
 - employees being unable to carry out their normal duties for more than 3 days following the day of the accident (over 3-day injuries²)
 - significant³ accidents.
 - “near miss” incidents
 - violent incidents

Finally by responding positively to identified trends, the Authority can demonstrate compliance with the recommendations of the Health and Safety Executive's guidance HS(G)65 “Successful Health and Safety Management”.

¹ As defined by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, (RIDDOR) 1995

² As per footnote number 1. See 2.4.2 below

³ Injuries other than those listed in no's 1 and 2 above, that require more than basic first aid, incur time lost or arise from a failure in health and safety management

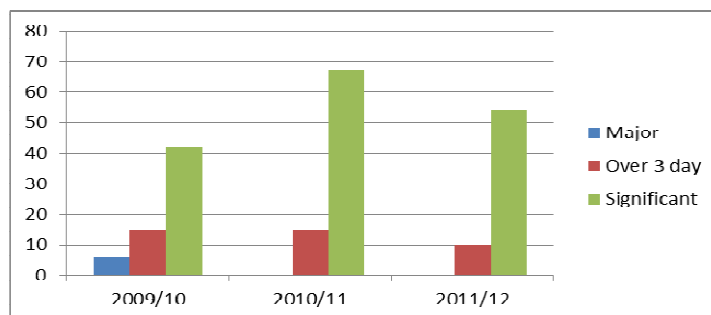
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1. CORPORATE ACCIDENT STATISTICS 2011 / 2012

1.1 Accident Statistics by Directorate:

Directorate	Major	+ 3-Day	Significant
Policy & Resources	0	0	9
Children and Enterprise	0	5	6
Communities	0	5	38
TOTAL YTD 2011 / 2012	0	10	53
TOTAL YTD 2010 / 2011	0	15	67
TOTAL YTD 2009 / 2010	6	15	42

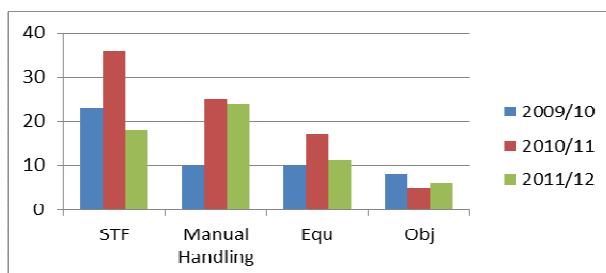


Total Working Days Lost:

1. The total days lost is 508 compared to 257 last year. Increase due to 2 slips and trips accidents resulting in 341 days lost.
2. 24 of the 54 significant accidents resulted in time off.
3. Based on the HSE calculations for categories of accidents, the total cost of the accidents to the Authority is £120,000.
4. The accident incident rate is 1.50 per 100 employees.
5. The categories of accidents that involve the most working days lost are: -

Category	Days Lost		Accidents	
	10/11	11/12	10/11	11/12
1. Slips, trips and falls	183	390	36	16
2. Manual handling	9	64	25	24
3. Use of equipment	50	54	17	11

See chart below for patterns of categories of accidents over the past 3 years.



1.2 Near Misses:

Department	Cause	Incident / Action
Training	Equipment	A ceiling tile fell onto a desk at the Training Centre. It happened at a weekend and no one was injured. Ceiling repaired
Independent Living	Exposure to, or contact with a Harmful Substance	Employees exposed to gas after service user left the gas stove switched on and unlit. Employees safely entered the property to open windows and arranged for service user to attend hospital. Employees issued with safe working guidelines and further guidance obtained from Gas-safe (gas was not poisonous but risk of explosion possible).
CRMZ	Equipment	Pupils from Special Needs school on visit to CRMZ and when using lift from 1 st floor to ground, it broke down about a metre from the top trapping the three occupants. Risk assessments reviewed and lift repaired
Municipal Buildings	Equipment	A louver panel fell from a fourth floor window. No one was in the vicinity when this occurred. Window fixed
Cemeteries – Open Space Services	Equipment	An incident occurred near to the cremator putting operatives at risk of fire. Review of risk assessment and emergency procedures to prevent future occurrence

1.3 Lead Indicators:

1. There were no 'major injuries' and there was a reduction in the number of 'over 3 day accidents compared to last year, indicating a reduction in the severity of accidents;
2. There has been a significant reduction in slips and trips. 8 occurred inside premises and 4 on wet floor surfaces after cleaning;
3. There has been a significant reduction in incidents involving Library staff with 8 verbal & 2 physical last year (see 1.6.2.7) and 1 verbal incident this year. This is due to the relationships with the Police and other partners and managers and staff actively managing ASB problems as they occur;
4. With regard to workstation assessments (Cardinus), in the last year there has been a significant reduction in the number of high (56%) and medium (57%) risk injuries relating to workstations;
5. An electronic risk assessment system, based on the Intranet, has been 'live' since September 2011. 112 members of staff have been trained and 363 risk assessments have been entered onto the system;
6. In December, 2011, the HSE has inspected Waste Management Services to ensure compliance with their guidance, 'Waste and Recycling Vehicles in Street Collection' and as result the service has prepared its own action plan;
7. An Elearning Risk Assessment training programme was launched on the 1st April 2011 and so far 109 members of staff have been trained. Also 13 members of staff have received an IOSH Managing Safely qualification and further health and safety training including Stress Management and Personal Safety is on-going; and
8. A Stress Risk Assessment has been developed and is due to go 'live' in October 2012.

1.4 Further Information:

1. There have been several reviews of health and safety commissioned by the government. The latter was carried out by Professor Löfstedt, 'Reclaiming health and safety for all: An independent review of health and safety legislation' (see attached resume in appendix 'A') and it highlighted that health and safety regulations are fit for purpose;
2. As a result of reviews, the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, (RIDDOR) 1995 has been amended and from the 6th April 'over 3-day' injuries will no longer be reported and will become 'over 7 days' injuries;
3. The HSE will be implementing a charging fee where an inspector provides written advice on a "material breach" of safety law or serves an enforcement notice. This was due to come into effect on 6 April 2012, but has been postponed to a later date around October due to administrative issues;
4. Insurance providers have recommended that Departments carry out local noise and vibration assessments and, if required, build in control measures into occupational risk assessments; and
5. Lone Working – Contact Centre Monitoring update:

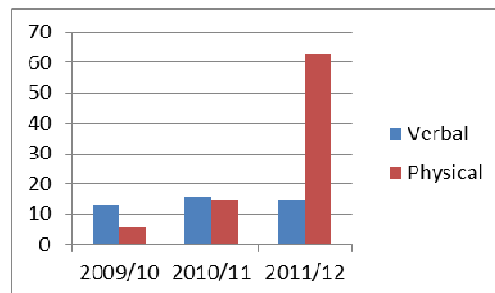
The total number of calls received for the period 01.08.2011 - 31.01.2012 was 5991, -
- 3517 from Communities;
- 2037 from Policy and Resources;
- 328 from Children and Enterprise; and
- 110 from Schools.

There are 411 Lone Workers Registered,

- A total of **26** out of 205 users 'logged on' in Communities;
- A total of **22** out of 48 users 'logged on' in Policy and Resources;
- **No users** 'logged on' out of 7 users in EDT;
- A total of **22** out of 139 users 'logged on' in Children and Enterprise;
- A total of **5** out of 12 users logged on in Schools.

1.5 Violent Incidents by Directorate:

Directorate	Verbal	Physical
Policy and Resources	4	0
Children and Enterprise	5	6
Communities	6	58
TOTAL 1/4/11 to 31/3/12	16	64
TOTAL 1/4/10 to 31/3/11	16	15
TOTAL 1/4/09 to 31/3/10	13	6
Schools	5 (last year – 5)	10 (last year – 6)

**1.5.1 Further Information:**

- 1 There has been an increase in reported violent incidents compared with the last two years;
- 2 The majority of incidents involve Communities staff with 13 verbal and 13 physical incidents last year compared to 6 verbal and 58 physical this year;
- 3 This is mainly due to one service user who is responsible for 51 physical incidents and as a result the risk assessments have been reviewed and updated with further measures implemented to control the risks;
- 4 The incidents include two separate incidents involving sexual harassment of female lone working staff, an officer from Environment Health had her vehicle damaged by brake fluid when visiting a suspect and the Playground Maintenance Team who were attacked by a group of youths after being asked to clear litter they had thrown.
- 5 There has been a slight increase in incidents involving schools that mainly involve pupils on teachers.

1.6 RECOMMENDATIONS (see below Directorate Reports)**1.6.1 Recommendations 2012/13:**

No.	Recommendations	I/C
1	To deliver the actions identified for Waste Management Services as a result of the HSE inspection (see section 1.3.6). This will include the collection of bin bag collections and accident trends around sharp injuries	Operational Director, Community and Environment
2	To ensure that all relevant managers have received training in the management of stress within the last 3 years in order that they are able to carry out Stress Risk Assessments (see section 1.3.8)	Strategic Directors
3	In the relevant areas, to ensure that noise and vibration risk assessments are carried out and, if required, review occupational risk assessments in line with results (see section 1.4.4)	Strategic Directors
4	To review the current Drugs and Alcohol Policy to ensure that it meets the requirements of the Corporate Manslaughter and Corporate Homicide Act 2007	Personnel / Health and Safety Team
5	In light of the use of the Lone Working monitoring system, managers to review the Lone Working risk assessments and systems to ensure that they are suitable and sufficient (see section 1.4.5)	All
6	Independent Living to review arrangements and risk assessments for manual handling of service users	Independent Living – Divisional Manager
7	Brief new Public Health team on health and safety management processes and arrangements	Health and Safety Team
8	To ensure that the programmes and resources for the maintenance and servicing of equipment are sustained	All

1.6.2 Report on Recommendations 2011/12:

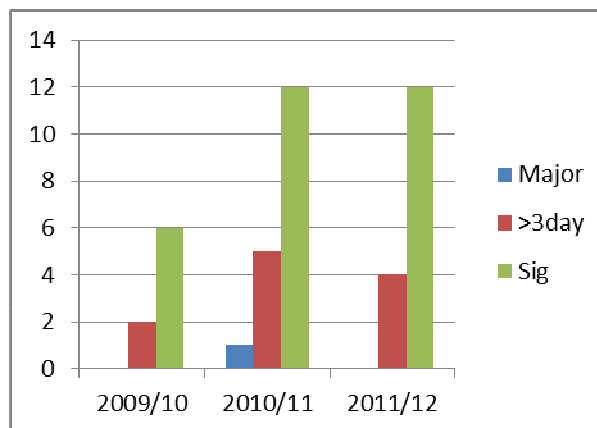
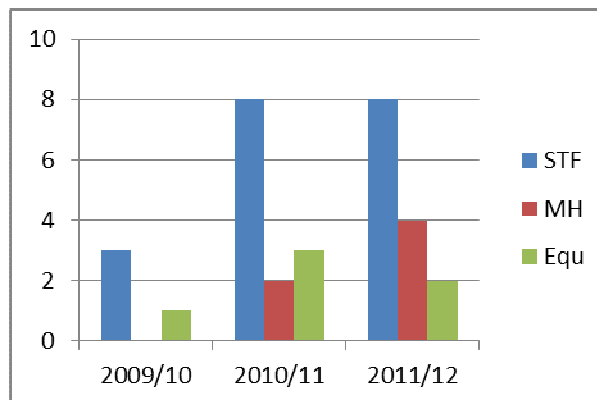
No.	Recommendations	I/C	Action Taken
1	In line with guidance around the Corporate Manslaughter and Corporate Homicide Act 2007, Management Team to nominate a lead officer at Board level (INDG417)	Management Team	O/D Legal Services to take the lead
2	Review and amend the consultation arrangements with regard to the forums for Directorate Working Groups and 2 nd Tier meetings (Corporate Health, Safety and Welfare Policy)	Strategic Directors	New JCC arrangements approved and in place
3	Managers to identify those responsible for carrying out risk assessments and review training needs to ensure that they are competent. Details of those who require training should be forwarded to the Health and Safety team so that they can complete the on line Risk Assessment training	All	See 1.3.5 above
4	To review the Asbestos Policy and ensure that procedures are in place to comply with the Asbestos Regulations for all Council Buildings	Property Services / Health and Safety Team	Policy approved
5	To review procedures in line with HSE Guidance Notes, 'Procuring and Managing Waste Management Services' and, where necessary, implement reviewed procedures	Waste Management	Inspection completed by HSE. Further recommendation 1.6.1.1 above
6	In light of the use of the Lone Working monitoring system, managers to review the Lone Working risk assessments and systems to ensure that they are suitable and sufficient	All	Ongoing
7	Review safety and security procedures for libraries, in particular Halton Lea, to ensure that they are suitable and sufficient in protecting staff against anti social behaviour	Operational Director, Communities	There has been 1 incident this year compared with 8 incidents last year
8	To review occupational and premises risk assessments to ensure that they are suitable and sufficient measures to mitigate against slipping or tripping because of extreme weather conditions or poor housekeeping	All	Significant reduction in slips and trips incidents – see 2.1.3 above
9	The increase in slips and trips accidents around schools and the under reporting of violent incidents to be raised at the Schools Health & Safety Working group meeting and recommendations reported by back at the Children and Enterprise 2 nd Tier meeting (Health and Safety Team	Schools H&S meeting updated. Accidents monitored
10	To ensure that there are programmes and resources for the maintenance and servicing of equipment	All	Ongoing

2. SCHOOLS

2.1 General Information: -

1. This year the Health and Safety team has carried 23 health and safety audits of schools (including the Grange All Through school) and the average score was 83%;
2. A school had to implement the 'lock down' procedure as a result of a threat. The debrief highlighted how effective the procedure was in protecting staff and pupils; and
3. There was a reported Dangerous Occurrence at a school where debris fell from the ceiling. This was not during school hours and the school closed until the area was safe.

3.2 Accidents involving Teachers:-



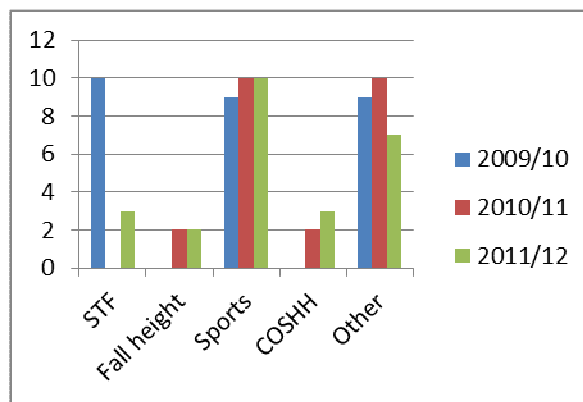
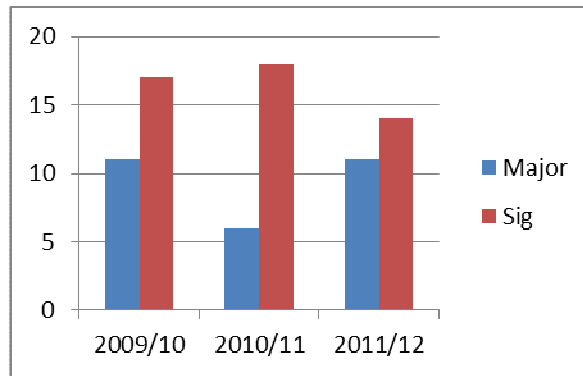
3.2.1 Further information:

1. Slips and trips remain the highest numbers of accidents for staff. 3 of these involved slips on wet flooring after cleaning and 1 was on a torn carpet. The other incidents were outside in the grounds of the building;
2. All manual handling incidents involved lifting of equipment; and
3. Violent Incidents,

	Verbal	Physical
2011/12	5	10
2010/11	5	6
2009/10	13	4

Slight increase in reported incidents with majority involving pupils on teachers.

3.3 Accidents involving Pupils



3.3.1 Further information:

- 1 There were 3 incidents where children trapped their fingers in doors, one where the top of the finger was cut off. Schools advised through the Health and Safety Circular; and
- 2 An accident occurred at a Primary school during an 'after school club' delivering a chemistry session where 6 year old child tried to swallow liquid from a tube containing sodium hydroxide and was burnt. The child was taken to hospital with burns to his mouth and body. His injuries were not serious and he was able to return to school within days. HSE investigation has concluded that the 'Schools/LA's responses seem to have been timely, sensible and proportionate'.

The Löfstedt Report on Health and Safety
'Reclaiming health and safety for all: An independent review of
health and safety legislation'

Introduction:

Professor Ragnar Löfstedt, a senior academic at King's College, London, was commissioned by the government to carry out a full review of health and safety. This was to support the recent review carried out by Lord Young.

The report concluded that the general sweep of requirements set out in health and safety regulation were broadly fit for purpose, but that a few offered little benefit and should be removed, clarified or simplified.

The main problem was that regulatory requirements were "misunderstood and applied inappropriately".

Professor Löfstedt said his reforms sought to address this by ensuring all key elements of the regulatory and legal system were "better targeted towards risk and support the proper management of health and safety instead of a focus on trying to cover every possible risk and accumulating paperwork".

Key points:

- In general, there is no case for radically altering current health and safety legislation
- Regulations place responsibilities primarily on those who create the risks
- Existing regulations are broadly right
- Some businesses go beyond what the regulations require and what is proportionate
- The threat of being sued is often a cause of employers going beyond what the regulations require
- There is a need to stimulate a debate about risk in society to ensure everyone has a better understanding of risk and its management
- Self – employed should be exempt from health and safety law if their work activities pose no potential risk of harm to others
- Govt should work closely with the European Commission (the Commission) to ensure that new health and safety legislation is risk based and evidence based
- Give HSE the authority to direct Local Authority health and safety inspections and enforcement activity so that it is consistent and directed at the most risk workplaces
- The Löfstedt report argued that allowing the HSE to direct local authorities' activities in this way would ensure the work was "consistent and targeted towards the most risky workplaces".

- Roving Safety Reps are an unnecessary burden
- So far as is reasonable practicable should stay but HSE should do more to help businesses understand what it means
- Risk assessment is supported but it must be proportionate. Too much attention being paid to written records. Some respondents suggested that more should be done to emphasise that only the significant findings of the risk assessment should be recorded. This will be addressed in the review of the ACoP
- DSE requirement for eye tests a burden on business and out-dated and 'questionable'. However the EU proposes bringing into scope a further 6 classes of computer equipment. No evidence that DSE use causes loss of eye-sight. Recommendation that the govt works closer with the EU on the review of legislation

The following has been identified,

Compensation culture:

- The 'compensation culture' (or the perception of it) in the UK has been the subject of several reviews over the last few years but no evidence has been presented for its existence e.g. the House of Lords Select Committee on Economic Affairs found no clear evidence that a compensation culture has developed, and concluded that the notion appears to be based more on widely reported anecdotes than extensive analysis
- The evidence does seem to suggest the belief in a compensation culture is still having a significant impact on the behaviour and outlook of business, with the Better Regulation Task Force concluding that, although it is a myth, the perception of its existence, driven by media coverage, has a significant impact on the behaviour of both public and private employers
- Although the general duties in the HSWA are not enforceable under civil law the Act does state that "Breach of a duty imposed by health and safety regulations... shall so far as it causes damage, be actionable, except in so far as the regulations provide otherwise". Few regulations exclude civil liability and so "as a result, the regulations made under HSWA 1974 occupy central stage in civil litigation concerned with work-related injuries and death
- Employees are being awarded compensation (sometimes) because the paperwork is not in place despite employers doing everything that is reasonably practicable

Action - the original intention of the pre-action protocol standard disclosure list is clarified and restated and that regulatory provisions which impose strict liability should be reviewed by June 2013 and

either qualified with 'reasonably practicable' where strict liability is not absolutely necessary or amended to prevent civil liability from attaching to a breach of those provisions.

Regulations to be revoked:

- Notification of Tower Cranes Regulations 2010 and Notification of Conventional Tower Cranes (Amendment) Regulations 2010
- Celluloid and Cinematograph Film Act 1922 (Exemptions) Regulations 1980 and the Celluloid and Cinematograph Film Act 1922 (Repeals and Modifications) Regulations 1974
- Construction (Head Protection) Regulations 1989

Action - HSE should undertake a programme of sector-specific consolidations (of regulations) to be completed by April 2015. This would reduce the number of regulations by 35%

Action - HSE should review all ACoPs – initial phase should be completed by June 2012

Regulations to be amended clarified or reviewed:

- The Health and Safety (First Aid) Regulations 1981 should be amended to remove the requirement for HSE to approve the training and qualifications of appointed first-aid personnel. This requirement seems to have little justification provided the training meets a certain standard
- The Construction (Design and Management) Regulations 2007 and the associated ACoP evaluation should be completed by April 2012 to ensure there is a clearer expression of duties, a reduction of bureaucracy and appropriate guidance for small projects
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR) and its associated guidance should be amended by the end of 2013 to provide clarity for businesses on how to comply with the requirements.
- The requirement for portable appliance testing should be further clarified (including through changes to the wording of the Electricity at Work Regulations 1989 if necessary) by April 2012 to stop over-compliance and ensure that these messages reach all appropriate stakeholder groups
- The Work at Height Regulations 2005 and the associated guidance should be reviewed by April 2013 to ensure that they do not lead to people going beyond what is either proportionate or beyond what the legislation was originally intended to cover.

Schools:

- A significant proportion of the stories that appear in the media concerning disproportionate management of health and safety relate

not to traditional workplaces but to schools, and other local authority run activities (such as leisure centres)

- Care should be taken to ensure that the regulations do not prevent children from being exposed to new or exciting activities that contribute to their education and development. The benefits of such activities should not be disregarded as a result of a narrow focus on minimising risk

Action - Simplify processes for taking schoolchildren on trips and Introduce single consent form for every pupil. Revised health and safety guidance for schools and the generic consent form were launched in early July 2011, along with the HSE High Level Statement on the application of health and safety law to school trips

Accident Reporting:

- Extending the period before an injury or accident needs to be reported to seven days

Action -Changes to the regulations covering accident reporting are due to come into effect in April 2012.

Low hazard workplaces SME's:

Action-
Simplify risk assessment procedures
Develop periodic checklists
Develop voluntary organisation checklists
Risk assessment exemptions for low hazard homeworking
Risk assessment exemptions for low hazard self – employed working
Professionalise health and safety consultants
Health & safety consultants' register
Health & safety guidance for lower risk SMEs

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REPORT TO: Corporate Policy & Performance Board

DATE: 22 May 2012

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Performance Management Reports for Quarter 4 of 2011/12

PORTFOLIO: Resources

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 fourth quarter of 2011/12 (to March 2012). 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
- Human Resources and Learning & Development
- Property Services
- Catering, Stadium & Registration Services

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the fourth 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 and 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

Document	Place of Inspection	Contact Officer
Not applicable		




Appendix: Explanation of Use of Symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

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

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

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Policy & Resources
<u>Department:</u>	Policy, Planning & Transportation (Extract)
<u>Period:</u>	Quarter 4 - 1 st January – 31 st March 2012

1.0 Introduction

This quarterly monitoring report covers the Policy, Planning & Transportation Department fourth quarter period up to 31st March 2012. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

2.0 Key Developments

2.1 Policy & Development Services

Policy Update

The Inspector holding the Examination into the Core Strategy has indicated the need for a number of 'main changes'. These will be subject to public consultation in the early summer with responses being considered by the Inspector. Receipt of the Inspectors report is expected in September / October 2012.

The Design of Residential Development Supplementary Planning Document (SPD) has been subject to a six week public consultation ending Friday 9th March. A report to Executive Board (24th May) is to be submitted for adoption.

A Local Sustainable Transport Fund application was submitted in February to the Department for Transport (DfT) seeking £4.4m funding with £3.6m match contributions. The outcome for this application is expected sometime in May 2012 and additional information will be provided during quarter 1 of the coming financial year.

A Better Bus Area Fund application was also submitted to DfT seeking £1.6m with £236K match funding. The council has recently been notified that the bid was unsuccessful.

A number of Child and Adult Social Care policies have been reviewed and updated during this period including the Service User and Carer Payments Policy, Intimate Relationships and Sexual Health Needs for Adults Policy and Professional Boundaries guidance.

The Council's draft Tenancy Strategy, which will shortly be subject to consultation, was presented to the Health and Urban Renewal Policy & Performance Boards in March along with the development of the first Adult Social Care Annual Report.

In addition to the above, the scrutiny review of Anti-Social Behaviour in the Private Rented Sector was completed and presented to the Safer Policy and Performance Board (PPB) on 13th March. The scrutiny review on Autism was also completed during this period and presented to members of the Health PPB on 6th March. The Homelessness scrutiny review is still on-going and is scheduled for completion by June 2012. On the 6th March, the Health PPB agreed another scrutiny topic starting in June 2012 regarding Falls Prevention.

Work is progressing in supporting the transition of Public Health to the Local Authority, along with the development of the Health and Wellbeing Board, the development of the Health & Wellbeing Strategy and the continued review of the Joint Strategic Needs Assessment (JSNA).

Work is underway to develop key initiatives to support implementation of the Corporate People Plan and to develop detailed workforce plans for the Directorates.

The Volunteer Policy has now been launched and a number of key developments are being progressed to ensure effective implementation.

Following revision of the Halton Strategic Partnership Board's (HSPB) constitution and governance arrangements, a new format for Board meetings was implemented during this period.

Additionally the Board approved recommendations for the continued use of the framework adopted in the Enhanced Partnership Working project in order to provide more comprehensive intelligence concerning 2 further workstreams relating to supporting people into employment and improving health outcomes.

A number of workshops have been held recently run for Members, staff, and partners concerning the introduction of the Localism Act. Sessions have been extremely well received and have generated a great deal of interest. As a result work has been undertaken with colleagues within the Corporate Training Centre in order that the information can be disseminated to a wider audience.

A range of Equality Objectives have been developed in compliance with the Public Sector Equality Duty and has recently been approved by Executive Board in order to meet the April 6th publication deadline.

2.2 Performance & Improvement

Following extensive consultation, draft Directorate Plans for 2012/15 were presented to the Executive Board on 9th February 2012, going to Full Council on 18th April 2012. These contain Directorate priorities, objective/milestones and performance measures, and the revenue and capital budget for 2012/13.

Support, advice and guidance has also been provided by the Performance & Improvement Division to support the continuing inspection regimes for both Children's Services and Adult Social care.

A number of proposed inspection frameworks, consultations and performance frameworks have been published this quarter. These include :

- New arrangements for the inspection of Local Authority Children's Services (published on 31st January 2012), to be implemented from May 2012. These will focus on the child's journey as a key element in the inspection of child protection and for children in care. In future, inspections lasting two weeks will be unannounced with a total of 5 inspectors – four social care focused and one education focused on site. Detailed annexes of information will be required to be provided on day 2 of the inspection The Division is assessing the impact of these developments with the Directorate given the emphasis on early effective help and multi agency working, so that performance information can be provided accordingly, supporting existing good practice / service improvements in the Children and Enterprise Directorate.
- Consultation response submitted on behalf of the Children and Families Department and Multi Agency Safeguarding Board to the Department for Education. This consultation (published 23rd January 2012), sought views on the proposed children's safeguarding national performance information dataset.
- 'Action Plan for Adoption' (published 14th March 2012) included proposals to 'hold local authorities to account'. The government will set performance thresholds from this year, raising them incrementally over the next four years until they reflect the levels set out in the statutory guidance.
- A new Public Health Outcomes framework was published on 23rd January 2012 and sets out the desired outcomes for public health and how these will be measured. Councils will be judged on how they improve public health in future, focusing on two high level outcomes to be achieved across the Public Health system to:
 - Increase healthy life expectancy
 - Reduce differences in life expectancy and healthy life expectancy between communities.

This will be underpinned by a set of 60 supporting indicators that will help to assess progress both locally and nationally on an annual basis, grouped into four domains:

- Improving the wider determinants of health
- Health improvement
- Health Protection
- Healthcare public Health and preventing premature mortality.

Councils will then be able to determine which are the most important Public Health concerns for them and spend the money transferring from the PCT appropriately.

- Publication of the Adult Social Care Outcomes Framework (30th March 2012) was updated for new measures to be introduced from 2012/13.
- Update on the Single Data List March 2012 giving further guidance on all the datasets that local government must submit to central government in accordance with a 'gateway' system for new collections and set of principles.

3.0 Emerging Issues

3.1 Policy & Development Services

Localism Act - The Act received Royal Assent on November 15th and as guidance continues to be cascaded from central government, we will need to ensure there is a coordinated policy response in order to ensure that HBC are prepared for the implications of the Act and have the appropriate framework in place.

Police and Crime Commissioners - Elections will take place November for the Police and Crime Commissioner for Cheshire. This will also mean the abolition of Police Authorities which will be replaced by Police and Crime Panels. Although the full implications of the changes are not yet clear for Halton, work will take place in the coming months to develop a Crime Action Plan for Halton to ensure that our priorities are clearly laid out and that we are able to appropriately respond to any implications.

Creating and Measuring Social Value - Halton is at the early stages of developing its own model for measuring this, as well as exploring the other models available in order to begin to demonstrate the value and impact we have on our community. The Performance & Improvement Division will further explore and support this initiative in conjunction with the Policy and Strategy Division.

Best Value Statutory Guidance and Strategic Partnerships – Over recent years the legislative framework surrounding Strategic Partnerships has been dismantled.

The Statutory Guidance issued in Autumn 2011, whilst setting out a requirement to involve and consider community groups and the 3rd sector in procurement, also stated an intent to repeal at some point both the Duty to Involve and the Duty to Prepare a Sustainable Community Strategy, thus further dismantling the legislation.

However, set against this, at a time of severe funding cuts across the sectors, it is now more critical than ever to maintain the framework to work jointly and innovatively together to share data and reduce duplication. It is also likely that Community Budgets will be rolled out to all authorities following the current pilots and which will require a robust partnership presence in order to operate as intended.

Halton Strategic Partnership must therefore continue to evolve and grow as well as taking best practice from elsewhere, whether community budget pilot, Fairness Commission areas or Social Growth Foundations and respond accordingly.

National Planning Policy Framework (NPPF) has recently been issued. This consolidates previous national Planning Policy Guidance (PPGs) and Statements (PPSs) into a single concise document.

Affordable Housing Supplementary Planning Document (SCI) being prepared for Executive Board approval for consultation. This will supplement Core Strategy Policy CS13 and give guidance on calculation of affordable housing requirements on qualifying housing development sites.

A Revised **Statement of Community Involvement (SCI)** is being prepared for Executive Board approval for public consultation.

As part of the '**Portas Review**', which aims to improve local high streets e.g. by tackling empty shops, improving parking etc an application for 'Town Team Pilot status' has been submitted for Runcorn Old Town. If successful the application will involve the establishment of a Town Partnership to identify and prioritise problems and instigate innovative solutions.

Health & Social Care Bill - Final amendments were made to the Bill during the third reading in the House of Lords on 19 March and the Bill received Royal Assent on 27th March 2012.

Transition to Healthwatch (by April 2013) - On 1 March, the Government tabled amendments to the Health and Social Care Bill to make clear that Local Authorities, which will be under a statutory duty to commission effective and efficient local Healthwatch organisations, will have some choice over the organisational form that local Healthwatch takes. The amendments are designed to ensure Local Authorities have some flexibility and choice over the organisational form of local Healthwatch, so they can determine the most appropriate way to meet the needs of their communities.

Caring for our 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. The consultation closed in December and the outcome of the consultation, in addition to the outcomes of the Law Commission and the Commission on the Funding of Care and Support reports (both published last year) will inform a **Government White Paper on Social Care** reform and a **progress report on Funding Reform** that will be published in Spring 2012. These will have significant implications of the future delivery of Adult Social Care.

3.2 Performance & Improvement

- **Sector Led Improvement Initiatives**

With the demise of Comprehensive Area Assessment (CAA) and Public Service Agreements (PSAs), the social care sector is placing greater emphasis on self-regulation and improvement. The Division is supporting the Children & Enterprise Directorate with Peer Challenge with a focus on "narrowing the gap" in attainment for vulnerable groups including those in receipt of Free School Meals. This is being undertaken in conjunction with three other Local Authorities – Oldham, Warrington and Wirral. The scope for this review is currently being defined and Peer Challenge meetings will take place in May and June 2012.

The Association of Directors of Adult Social Services (ADASS) in the North West are further considering how to develop Sector Led Improvement for Adult Social Care. The Division will support such developments and through the North West Performance Leads Group regional benchmarking measures will be developed in 2012/13 to support sector led improvement.

- **New Information to be published by the DfE on Adoption**

As detailed in "An Action Plan for Adoption: Tackling Delay" Scorecards will be published for each local authority in May 2012. The scorecards will highlight key indicators for how swiftly local authorities deal with prospective adopters and place children with prospective adopters. The scorecard will be supported by a set of performance thresholds that will set out the Government's expectations of Local Authorities on two of the main timeliness indicators. They will also allow local authorities and other adoption agencies to monitor their own performance and compare it with others in the period 2008-2011.

For Local Authorities where performance is below one or two of the thresholds, discussions are expected to take place to agree actions plans for improvement. It is expected that once the scorecard has been published this information will be reported in detail to the Children, Young People and Families Policy and Performance Board.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	12		11		0		1
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Of the 12 'key' objectives / milestones reported to the Corporate Services PPB from the Policy, Planning & Transportation Division, one has failed to be achieved due to the timing of the Waste Development Plan Document examination process.

Additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	8		5		0		3
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Of the remaining objective / milestones for the service four have failed to meet their planned timeframe. These relate to the Council's Core Strategy, Climate Change Strategy and an internal satisfaction survey. Additional information concerning all 'other' objectives / milestones is included within Appendix 2.

5.0 Performance indicators

5.1 Progress Against performance indicators

Total	0		0		0		0
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There are no performance indicators to be reported at this time. Please refer Appendix 3 for additional information.

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. As a result 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 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q 4	Supporting Commentary
Adoption of the Children and Young People's Plan 2011 – 2016. April 2011		The Children and Young People's Plan has been approved by the Children's Trust Board and Executive Board.
Adoption of Local Transport Plan 3 2011 – 2026. April 2011		The Local Transport Plan 3 has been completed and submitted to the Department of Transport.
Adoption of Sustainable Community Strategy. April 2011		The Sustainable Community Strategy has been adopted by the Halton Strategic Partnership Board.
Adoption of Corporate Plan 2011 - 2016. October 2011		The Corporate Plan has been approved by both the Executive Board and Corporate Services Policy and Performance Board. The Corporate Plan was presented to Full Council in October.
Examination in Public for the Core Strategy. May 2011		As referred to in the Key Developments section of this report further public consultation is planned for summer 2012.
Consultation on Site Allocations Development Plan Document. October 2011		Consultation on the Site Allocations DPD has commenced with work undertaken on the Call for Sites and Strategic Housing Land Availability Assessment.
Waste Development Plan Document (DPD) Examination in Public. November 2011		The Joint Waste DPD was placed on public consultation 25 th November – 20 th January 2012 before being submitted to the Secretary of State, triggering the formal Examination process. Hearing sessions are programmed for June 2012. 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	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 4	Supporting Commentary
Monitor performance against the Sustainable Community Strategy Targets 2008-11 and review delivery plans with partners June 2011 .		This work is complete and was reported to the Halton Strategic Partnership Boards in June 2011 and all Policy & Performance Boards in May and June 2011 in the Sustainable Community Strategy Performance Report.
Review Council and partnership performance frameworks October 2011 .		<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. Key Council and Partner performance measures and targets to improve outcomes for each of the priority areas were approved by Halton Strategic Partnership Board on 7th December 2011.</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
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 4	Supporting Commentary
Support unannounced and announced statutory inspections in Children's & Young Peoples Directorate March 2012.		<p>All inspections supported during the year including an unannounced inspection of Contact, Referral and Assessment in Dec 2011 and Children Centre inspections.</p> <p>Details of new arrangements for the inspection of local authority children's services were published on 31st January 2012, to be implemented from May 2012. These will focus on the child's journey as a key element in the inspection of child protection and for children in care. In future, inspections lasting two weeks will be unannounced with a total of 5 inspectors – four social care focused and 1 education focused on site. Detailed annexes of information will be required to be provided on day 2 of the inspection the Performance & Improvement Division is assessing the impact of these developments with the Directorate given the emphasis on early effective help and multi agency working, so that Performance information can be provided accordingly, supporting existing good practice / service improvements in the Children and Enterprise Directorate.</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 4	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 March 2012 .		<p>The government has published details of performance outcomes frameworks (2011-12) for Adult Social Care and the NHS with a further Public Health outcomes framework (2012 – 13) published on 23rd January 2012. 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 and monthly performance reports e.g. NI130 Personalisation.</p> <p>On 30th March 2012, the Department of Health published an updated version of the Adult Social Care Outcomes Framework and the accompanying handbook of definitions, including specific agreed measures for 2012/13. The Performance & Improvement Division will also refer to the NHS Operating Framework 2012/13 to ensure alignment between frameworks. The 2012/13 framework will now include measures of the carer's quality of life and their experience of care and support, based on responses to a new Carers Survey.</p>

Appendix 1: Progress Against 'key' objectives / milestones

		<p>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. CQC has recently announced that they will now inspect more health & social care services more often - inspecting most hospitals, care homes and domiciliary care providers at least once a year, phasing in this change as more inspectors are being recruited to undertake unannounced inspections.</p>
<p>Revise Children and Young Persons' performance framework having regard to new inspection arrangements for Schools December 2011.</p>	<p></p>	<p>A new Performance Management Framework agreed within the Children's Trust on 6th 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.</p> <p>The Bill specifies that inspections in future will report on 'the quality of education provided in the school' and must give priority to; the achievement of pupils at the school; the quality of teaching in the school; the quality of the leadership in and management of the school; and the behaviour and safety of pupils at the school.</p> <p>Support is provided by the Performance & Improvement Division in considering school inspection reports each quarter, in preparation for the Children's Services Annual Assessment by Ofsted.</p>



Appendix 2: Progress Against 'other' objectives / milestones

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

Milestones	Progress Q 4	Supporting Commentary
Adoption of Climate Change Strategy – June 2011		A draft strategy is currently at an advanced stage and it is anticipated that it will be available for political approval during the early part of the coming financial year.
Adoption of Child Poverty Strategy – June 2011		The strategy was adopted in October 2011
Publish State of the Borough Report – July 2011		An updated State of the Borough Report has been published
Adoption of the Core Strategy by the Council following public examination December 2011 .		Following changes required by the Inspector and the mid-examination publication of the National Planning Policy Framework, the formal examination process has not been concluded. Additional public consultation is required in Q1 2012-13 following which the examination can conclude, leading to adoption circa September 2012.



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 4	Supporting Commentary
Subject to funding, commission a local perception survey Sept 2011 and analyse the results March 2012 .		During February 2012, the Research & Intelligence team reported on the results of the residents' survey. About 1,800 residents returned filled in forms, sufficiently covering all wards and Area Forums to give a representative sample of the borough. The response rate was better than the previous survey carried out by MORI. The results of the survey have been broken down into 5 short reports which are available from www.halton.gov.uk/research .
Conduct a satisfaction survey for all non transactional services February 2012 .		Although originally considered as appropriate to conduct an internal customer satisfaction survey, (with a questionnaire in part developed to obtain feedback on services delivered to date by Policy & Strategy and Performance & Improvement Divisions, given the transfer of services from Directorates to a centre of excellence) an alternative approach has been adopted. Instead, regular feedback on satisfaction of services delivered has been obtained from SMTs, Directorate DMTs and through lead Operational Directors in the Directorates throughout the year, which has been very positive to date. Also work programmes are regularly reviewed so as to respond to the needs of the Directorates given the rapid pace of change, number of policy initiatives and ongoing changes to inspection frameworks. Given the ongoing efficiencies required in local government this may be something to be considered in future should issues arise.

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 4	Supporting Commentary
Analyse, evaluate and disseminate the results of the Adult Social Care Survey June 2011 .		<p>In line with Putting People First, the Adult Social Care Survey was introduced for 2010/11 with the intention of surveying a cross-section of service users receiving adult social care services. 700 surveys were sent by post to a sample of Halton BC Adult Social Care service users. The response rate was positive at 46%.</p> <p>The results show that 93% of respondents reported that they were satisfied with their care and support services with (24%) extremely satisfied, very satisfied (38%), or quite satisfied (31%).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 the impact (outcomes) of services provided locally.</p>
Needs analysis to support the Team Around the Family and targeted interventions in the Children's and Young People's Directorate March 2012 .		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 new IWST performance reports were well received by the Directorate, Children's Trust and Safeguarding Boards. These reports will further refined and developed as more data is loaded onto Carefirst 6 by the Team, to manage performance and assess need.

Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Service Delivery							
PT LI 04	Satisfaction of internal customers (survey of internal customers Feb 2011 to establish baseline and future targets)	N/A	--	Refer to comment	N/A	N/A	<p>Although originally considered in the appropriate to conduct an internal customer satisfaction survey, an alternative approach has been adopted. Instead, regular feedback has been obtained from SMTs, Directorate DMTs and through lead Operational Directors in the Directorates throughout the year, which has been very positive to date and work programmes are regularly reviewed so as to respond to the needs of the Directorates.</p> <p>See above, PPT 02 'other' objective, for further details.</p>

Departmental Quarterly Monitoring Report

Directorate: Policy and Resources

Department: Finance

Period: Quarter 4 – 1st January 2012 to 31st March 2012

1.0 Introduction

This monitoring report covers the Finance Department's fourth quarter period up to 31st March 2012. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

2.0 Key Developments

HDL, Revenues and Benefits Division

Benefits

At 31st March 2012 processing times are one of the best within both Merseyside and Greater Manchester, with new claims being processed on average within 12.57 days and changes in circumstances being processed in 3.10 days. This is an improvement on the same time last year when new claims were being processed in 14.71 days and the changes in circumstances figure was 4.15.

Revenues

Council Tax collection at the end of March was 97.11%, up 0.11% on last year and is the highest ever in-year collection rate. Direct Debit at 1st April is running at 70.94%, up 3.18% on last year and is the highest percentage on record.

Halton Direct Link

From Monday 30th April 2012, customers will be able to access Halton Direct Link from the new office located in the new Runcorn Library and Halton Direct Link building on Granville Street Runcorn (the former Runcorn indoor market). An officer will be on hand Monday, Tuesday, Thursday and Friday, 9.30am to 4.45pm to deal with Halton Borough Council and Halton Housing Trust enquiries. The payment kiosks are also being transferred to enable customers to pay Council bills and rent.

Contact Centre

The new structure and service delivery model for the Contact Centre commenced operation on the 14th March 2012. The Contact Centre now operates between 8am to 6pm Monday to Friday. An automated switchboard now allows people to contact named officers directly if they know who they need to speak to. A 24 hour automated payments line is now in operation for payment of Council Tax and invoices. Despite an overall reduction in the Contact Centre establishment of 17.92fte this was achieved without any compulsory redundancies with 10 employees taking Voluntary Redundancy or Early Retirement and 8 staff transferring to other posts within the Council.

From 6pm to 8am, weekends and Bank Holidays, the Contact Centre is now closed and the service transfers to the Community Warden Service who operate an emergency only service during this time period.

Audit & Operational Finance Division

The Agresso upgrade in January 2012 required a complete rebuild of the Council's Accounts Payable module. The implementation was successful and officers from Finance Support Services have been providing ongoing support and training to officers across the Council. Despite the Agresso upgrade and a reduction in staffing resources in Finance Support Services, invoice payment performance has improved from last year. 92.37% of all invoices processed in 2011/12 were paid within 30 days, which is a 1.7% improvement from 2010/11.

The way in which the Council processes its non-purchase order invoices is being reviewed under the Transactional Services workstream of the Efficiency Programme. An IT solution has been developed in-house, which is currently being tested prior to being rolled-out across the Council during the first quarter of 2012/13.

Document image processing has been successfully implemented in the Insurance and Client Finance teams. This has contributed to improved efficiency within these teams and a reduction in document storage requirements.

The 2012/13 Internal Audit Plan was approved by the Business Efficiency Board on 29 February 2012.

Efficiency Programme Office

During Q4 three workstreams have reached a conclusion within the Efficiency Programme. The revised Contact Centre arrangements were implemented mid-March, generating saving of £418,000. The new arrangements will be evaluated over the coming months. The review of Business Development & Regional Affairs has resulted in a new structure for Investment & Development Services (Children & Enterprise Directorate) which will deliver a saving of £50,000 along with streamlined management arrangements and a consolidated approach to managing the markets, town centres, and associated regeneration activity.

The review of Community Services has resulted in improvement opportunities that will deliver savings of £95,000.

Reviews of Policy & Strategy, Performance & Improvement and Communications & Marketing are now underway.

A review of the Children in Need Service has been added to the programme to look at generating capacity within the service to reduce the current caseloads allocated to each Social Worker and the recruitment challenges currently faced by this service.

The review of Waste Management is progressing well, with the 'As-Is' report anticipated in Q1 of 2012/13. The review of Social Care Commissioning has not yet commenced due to priorities within the programme being adjusted.

Financial Management Division

The final Local Government Finance Settlement was announced on 31st January 2012, which confirmed the provisional figures. The Council's 2012/13 Revenue Budget, Capital Programme and Council Tax were approved by Council on 7th March 2012.

On 23rd March 2011 the Chancellor presented his Budget Report which included confirmation that public spending will continue to be reduced beyond 2015. However at this stage The Chancellor has only confirmed a reduction in "total public spending" for 2015/16 and 2016/17, so we will not know how this affects Local Government, and specifically Halton, until much nearer the time

Preparation of the Council's 2011/12 final accounts and Abstract of Accounts is underway with assistance from all Directorates.

The Audit Commission reported their 2011/12 Audit Plan to the Business Efficiency Board on 29th February 2012. This set out the audit work to be undertaken in relation to the 2011/12 year-end financial statements and the basis for the Commission's fees.

3.0 Emerging Issues

HDL, Revenues and Benefits Division

Benefits

Council Tax Support is set to replace Council Tax Benefit from April 2013, and draft regulations are expected shortly. A key aspect of this new scheme is giving local authorities discretion on the category of claimant and amount of Council Tax Support they receive. The Department for Communities and Local Government has recently developed a calculation tool to allow local authorities to assess the impact particular reductions will have on claimants whilst making the savings required by central government. A similar calculation framework has been made available by the Benefits software supplier to allow testing to be conducted on various scenarios of the Council Tax Support Scheme.

We are currently examining a number of options for reductions for consideration by Members

Revenues

The outcome of a consultation regarding proposals to replace current exemptions on unoccupied properties with a locally determined discount is awaited. The proposals, if confirmed, would come into force April 2013 and would provide the opportunity to increase revenue but could impact on collection rates.

The changes to Council Tax Benefit for 2013 may make collection more difficult and consideration may need to be given as to whether we still assume 99% collection when calculating the Council Tax Base for 2013/14 in November 2012.

Welfare Rights

Proposed reforms to the welfare system, some of which have already started and others of which are being implemented up to October 2013, will affect Halton disproportionately. The Borough has a substantial proportion of disabled residents, and Halton's role in a pilot exercise for the implementation of a Personal Independence Payment to replace Disability Living Allowance (from April 2013) for people of working age is causing substantive concerns for both the disabled community and their carers in Halton.

Other reforms to Working Tax Credit, Housing Benefit and the Social Fund will also impact with on-going reforms, and it is believed the demand for advice over this period will increase.

Halton Direct Link

Further changes to the Blue Badge process are due to take place. New application forms are being developed and work has begun on developing a new desk based assessment which will replace the BB3 form currently completed by GP's. For customers who don't automatically meet the criteria then the desk based assessment will be carried out by an Occupational Therapist in the relevant Social Care teams.

Contact Centre

The Automated Switchboard went live towards the end of March and it has been recognised that there have been a few teething problems. Most of these issues were resolved within the first couple of weeks however there are still some issues with the accuracy of the voice recognition software which continue to be investigated. Call volumes and response times are being closely monitored to ensure that the new staffing levels are sufficient to maintain an acceptable level of service.

External Audit Services

After undergoing a procurement exercise the Audit Commission has announced the award of a five-year contract to Grant Thornton for external audit services to councils in the North West region. Subject to a consultation process, Grant Thornton will take over from the Commission's in-house Audit Practice as the Council's external auditor for the 2012/13 audit. To support the consultation process, a series of introductory meetings will take place in April and May. The purpose of these meetings is to give audited bodies an opportunity to meet the new firm proposed as their auditor and its senior partners, and hear how the firm plans to manage its new portfolio and its approach to the audits.



Financial Management Division

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.

Consideration is being given to the process which will be led by the Budget Working Group to identify potential budget savings proposals for 2013/14 and 2014/15.


4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	9		9		0		0
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All of the 'key' objectives/milestones for the Department have been achieved and details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	8		8		0		0
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All 'other' objectives/milestones for the Department have been achieved and details are provided within Appendix 2.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	5		4		0		1
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Four of the key performance indicators for the Department have achieved target and details are provided within Appendix 3. The key performance indicator regarding business rate collection is marginally below target due to the current economic climate and this reflects the national trend.

5.2 Progress Against 'other' performance indicators

Total	5		5		0		0
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All of the Department's remaining performance indicators have achieved target and further 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. As a result 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 1: Progress Against 'key' objectives / milestones

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



Milestones	Progress Q4	Supporting Commentary
Report Medium Term Financial Strategy to Executive Board November 2011		The Strategy was reported to Executive Board on 17 th November 2011.
Report to Council in March 2012		The Budget, Capital Programme and Council Tax were approved by Council on 7 th March 2012.

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 Q4	Supporting Commentary
Provide monthly financial reports to budget holders within 8 days of month end		Reports have all been issued on schedule..
Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports		Quarter 3 reports were provided on schedule to Operational Directors.
Provide quarterly monitoring reports on the overall budget to Executive Board Sub Committee.		Quarter 3 was reported to Executive Board on 9 th February 2012 which highlighted a number of pressure areas, but that following the implementation of the action plan overall Council spending is expected to be within budget by year-end.

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 Q4	Supporting Commentary
Complete the Draft Abstract of Accounts by 30th June 2011.		The draft Abstract of Accounts was prepared and signed-off by the Operational Director, Finance by 30 th June 2011.
Publish the Abstract of Accounts by 30th September 2011.		The Abstract of Accounts has been approved by the Business Efficiency Board and was published via the Council's website on 30 th September 2011.

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

Milestones	Progress Q4	Supporting Commentary
<i>Establish Treasury Management Policy and report to the Executive Board Sub-Committee by April 2011.</i>		The 2011/12 Treasury Management Policy was approved by Full Council on 2 nd March 2011.
<i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i>		2011/12 Quarter 3 was reported to Executive Board Sub Committee on 9 th February 2012.




Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
FS O5	<i>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</i>

Milestones	Progress Q4	Supporting Commentary
<i>Report prudential indicators to Council in March 2011.</i>		The 2011/12 Prudential Indicators were approved by Council on 2 nd March 2011.
<i>Provide monitoring reports to the Executive Board Sub-Committee on a quarterly basis.</i>		Quarter 3 was reported to Executive Board on 1 st March 2012, showing 86% of planned spending at that stage.




Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
FS O6	Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives.

Milestones	Progress Q4	Supporting Commentary
Obtain approval from the Business Efficiency Board for the Internal Audit Plan for 2011/12 June 2011 .		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 quarterly progress reports to Business Efficiency Board.		By year-end, 91.3 per cent of the planned audit days for the year had been delivered. The final 2011/12 quarterly progress report will be presented at the next meeting of the Business Efficiency Board.
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 June 2011 .		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	Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services.

Milestones	Progress Q4	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 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>FSLI 01</u>	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 th September 2011.
<u>FSLI 04</u>	Percentage of all invoices that were paid within 30 days	90.67	91	92.37			Performance has improved by 1.87% on 2010/11 and has exceeded target by 1.37%.
<u>FSLI 05</u>	Proportion of Council Tax collected	97.00	96.50	97.11			This is 0.11% up on 2010/11 and above target by 0.61%
<u>FSLI 06</u>	The percentage of Business Rates which should have been received during the year that were received	97.59	97.75	97.11			This is below target by 0.64% but this reflects the national trend and results from ongoing economic climate

Cost & Efficiency							
<u>FSLI 08</u>	Achieve investment returns for the year higher than benchmark.	2.19%	0.94%	1.40%		N/A	The Council's investment returns continue to be above the benchmark primarily due to slippage in the capital programme.

Appendix 4: Progress against 'other' performance indicators

Corporate Health							
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 'has not identified any material weaknesses in internal control' and that 'the Council has a proven track record of maintaining spend within budget'.
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	12.57			This an improvement of 2.14 days compared with 2010/11.
FSLI 10	Average time for processing notifications of changes in circumstances	4.15	5.4	3.1			This is an improvement of 1.05 days compared with 2010/11
Quality							
FSLI 11	Maintain the proportion of all eligible schools buying back financial services.	83	83	83			All schools who bought-back the Financial Management SLA in 2010/11 have chosen to buy-back in 2011/12.

Departmental Quarterly Monitoring Report

Directorate: Policy and Resources
Department: Legal & Democratic Services
Period: Quarter 4 – 1st January to 31st March 2012

1.0 Introduction

This monitoring report covers Legal and Democratic Services fourth quarter period up to 31st March 2012. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

2.0 Key Developments

The Council has again secured Lexcel and ISO accreditation providing the authority with independent assurance of the department's existing professional practice. It is also pleasing, particularly in light of the present operating environment, that the assessors recognised the continued year on year improvement in management practice.

Extensive work by Members and officers on the review of the Constitution led to approval by the Executive Board in March and recommendation to Council in April.

Executive Board have approved detailed proposals for a thorough review of the standards arrangements at the 29th March meeting & recommended then to April Council.

3.0 Emerging Issues

Following protracted efforts by the Legal team, the legal agreement for the final unit at The Hive leisure development has been concluded, with formal signing to take place in early April.

The Elections team are progressing well with arrangements for the local elections taking place on 3rd May 2012.

Plans are also at an advanced stage in relation to the Police Commissioners elections in November 2012, for which the Chief Executive will be the Returning Officer.

Officers are involved with a working group of all Cheshire authorities towards the establishment of a new statutory Crime Panel.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	2		2		0		0
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Both key objectives/milestones have been delivered as planned and additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	11		8		0		3
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A small number of milestones, including press cutting and design and print tenders, have not been delivered as planned. Additional details concerning progress are provided within Appendix 2.




5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	1		0		0		1
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The target for the number of Members with Personal Development Plans has been slightly missed. Additional details are included within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	11		6		0		5
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A number of measures, primarily relating to civic participation, Conveyancing transactions and completion of child care cases, have failed to achieve target. Additional 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. As a result 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 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 4	Supporting Commentary
Secure renewal of Lexcel & ISO Accreditation January 2012		Both accreditations have been secured as planned providing the authority with continuing assurance of professional standards of practice.

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 4	Supporting Commentary
Review Constitution May 2011		The Constitution was approved by full Council in April 2011. It was further reviewed and amended as intended in July 2011, to take account of changes to the Procurement Standing Orders.










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 4	Supporting Commentary
To ensure that all members have been given the opportunity of a having a MAP meeting.		All Members have had the opportunity of a MAP meeting which continue to take place during the course of the year.
To induct all new members – by October 2011		All new Members have been offered a comprehensive Induction Programme. All four days of the Induction have now been held and have been extremely well attended.



Appendix 2: Progress Against 'other' objectives / milestones

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

Milestones	Progress Q 4	Supporting Commentary
Review implications of new Publicity Code April 2011		The Code was reviewed as planned.
Review and retender press cutting service March 2012		Due to reprioritisation of work programme, this activity will now be completed in December 2012
New Inside Halton contract to take effect April 2011		First edition under new contract was published in March 2011
Review and update print unit pricing policy April 2011		New print policy and pricing structure has been implemented and is being used
Review and update directorate work programmes April 2011		Work programmes updated and agreed as planned.
Customer Satisfaction Survey March 2012		Given reduced capacity during the year and competing work priorities it has not been possible to conduct a formal survey as planned. However a number of informal channels are used for this purpose and no issues concerning satisfaction have become apparent.
Review Design and Print Tender June 2011		A review of this contract was completed and as a result the contract was extended until June 2012. A tender process is now underway, with the new contract to be in place from June 2012.
Internal Communications survey (as part of Staff Survey) October 2011		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 Nov 2011		The specification for InTouch was included within a lot to be tendered as part of the corporate design and print contract, thus, removing the need for a separate contract. The current InTouch contract has been extended until June 2012 when the new contract will be implemented.



Appendix 3: Progress Against 'key' performance indicators






Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>LDLI 01</u>	No. Of Members with Personal Development Plans (56 Total)	51 (91%)	56 (100%)	51 (91%)			Although ambitious target has not been achieved all Members were given the opportunity of having a MAP meeting.








Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	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	93%			Although the target was not been achieved participation is showing a positive trend as compared to 2010 - 11.

Service Delivery							
LDLI 05	Average Time taken to issue prosecutions from receipt of instructions (working days)	17	10	7		N/A	Target achieved
LDLI 06	Average time taken to complete Conveyancing Transactions	488	300	451			Although the target was not been achieved due to a number of long and complex transactions, the average time taken to complete transactions has decreased since this time last year.
LDLI 07	Average time taken to complete Child Care Cases (calendar days)	336	225	400			Child care cases are very sensitive area of work and resultant time scales are not always within the control of the legal staff involved. The Department has noted that it has taken significantly longer for cases to go through the judicial process, and it is not the case that influence of officers can be brought to bear to shorten the process, and of course the priority remains the protection of children.





Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
Fair Access							
LDLI 08	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	211	600	138			Targets have not been met. Levels of public participation are of course largely determined by subject matter under discussion and not within the control of officers. Figures will be kept under review.
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	20			
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	All reports have been published as planned supporting the local transparency agenda.
LDLI 11	% Of those eligible casting a vote in local elections.	60%	30%	34%			This figure is slightly higher than the target but lower than the same period last year. However these figures are not comparable as the election in 2010 was a General rather than local with higher numbers of electors traditionally casting a vote.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
Fair Access continued							
LDLI 12	% Of completed form A's (register of voters) returned	96%	90	98%			The numbers of forms returned is above target and slightly higher than the preceding year, although it would not be possible to attribute the difference to a specific factor.
LDLI 13	% satisfied that Council keeps residents well informed about its services.	N/A	67	NA	Refer to comment	NA	In the absence of a nationally prescribed survey, work is being progressed to establish a more locally focused survey to capture community perceptions and satisfaction levels.
LDLI 14	% who believe internal communications has improved	64.9	65	NA	Refer to comment	NA	The internal communications survey in November 2011 was replaced with a more comprehensive staff survey. This survey did not include the question '% who believe internal communications has improved, therefore it is not possible to provide a figure against this target. The next internal communications survey will take place in November 2012.
LDLI 15	% of people satisfied or more than satisfied with visit to Council Website www.halton.gov.uk	68	85	NA	Refer to comment	NA	This survey was part of a wider contract with SOCITM which has now been terminated and we are exploring other options for measuring satisfaction.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
Fair Access continued							
LDLI 16	% of customers satisfied or very satisfied with the service of the internal print service	N/A	70	100			Above target.
LDLI 17	% take up of press releases	N/A	81	98			Above target
LDLI 18	% satisfaction with Inside Halton	98%	85	NA	Refer to comment	NA	Reported annually via Readers Survey. Results will be reported next quarter.

Departmental Quarterly Monitoring Report

Directorate: Policy and Resources

Department: ICT & Support Services

Period: Quarter 4 – 1st January 2012 to 31st March 2012

1.0 Introduction

This monitoring report covers the ICT Services second quarter period up to 31st March 2012. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

2.0 Key Developments

The Lync telephony system is successfully progressing in tandem with the Windows 7 rollout.

Incompatibilities relating to document imaging systems are now being overcome and final testing is taking place with the relevant teams within the Finance Department.

The Lync system is currently handling on average 8, 500 phone calls per day and infrequent operational difficulties, for example experience of the system by users who are hard of hearing, continue to be addressed and resolved.

Phone circuits continue to be released, realising savings within the networking area. The Department will shortly tender for a Contact Centre telephony system to sit on top of Lync which it is hoped can be put into place during the coming quarter period.

The Virgin Media connection is now in place between HBC and North West Employers (NWE). Following a period of testing and training the system will shortly go live and will provide NWE with commercially based support that will generate revenue for the Council.

As further examples of exploiting the potential for revenue generation ICT Services are entering negotiations with Warrington for their purchase of a system developed for internal use (Accident & Incident reporting for H&S). Additionally the 17 school Service Level Agreements (SLA's) have now started together with a period of upgrading many of the locations to meet the schools needs and future requirements.

Discussions are underway with a number of other local authorities looking at the provision of hosted services and Analytical services in terms of IT development and Business Analysis.

The 5 Boroughs Mental Health Partnership continues to progress with all technology, hosted within Halton, now being proved and in place. Further rollout is currently waiting upon sharing and governance arrangements from one of the partners. This secure system will allow more effective collaboration and data sharing between agencies and will deliver a more holistic service to clients

The new Storage Area Network (SAN) has now been delivered allowing for progress towards 'a second data centre' allowing higher levels of Business Continuity as the project progresses.

In relation to CareFirst negotiations have taken place over the last quarter to gain further licenses for the system as the number of users has risen due to working arrangements. Server hardware will be upgraded to cover the increased requirement with installation within the 1st quarter of the new financial year.

The roll out of the software and procedural updates is still underway and on target with the project plan schedule.

3.0 Emerging Issues


The early part of the coming financial year will see major developments and changes to the corporate desktop environment to enhance ICT support and capability. Additionally the ICT development strategy will focus upon the delivery and the design of "High Availability" in terms of the data centre operation.

The strategy is to develop an improved data centre location at Runcorn Town Hall to mirror key data services and application servers. As noted previously the new SAN has now been purchased and this dual location device will be set to replicate essential data together with changes to the Virtualised server environment that will be upgraded along with the development of a private Halton Cloud service that will enhance remote and device access, also laying the foundation for the further identification and exploitation of further commercial opportunities.

Both SharePoint and the new Intranet will start to rollout in during the first quarter of the coming financial year. The development of SharePoint will create an interactive capability and shared accessibility features that will have a positive impact upon the longer-term storage capacity and associated costs of the Council.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	27		26		0		1
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With the exception of one milestone, relating to wireless networking, progress in delivering key activities has been excellent and additional information is included within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	8		7		0		1
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Only 1 of the 'other' objectives milestones for the service, relating to internal satisfaction, has not been accomplished as planned and additional details are provided within Appendix 2.



5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	3		3		0		0
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All 3 performance indicators have exceeded their annual target and additional details are provided within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	9		9		0		0
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All 'other' performance indicators for the service have achieved targeted levels and additional 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 1: Progress Against 'key' objectives / milestones

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





Milestones	Progress Q 4	Supporting Commentary
Voice Over Internet Protocol (VOIP) Services May 2011		Completed
Information Management Governance Group (IMGG) Strategy Development and Implementation May 2011		Completed
Wide area network (WAN) review/upgrade July 2011		Completed
Local area network evaluation July 2011		Completed
Wide area wireless networking July 2011		Although it was reported in quarter 3 that this initiative would not be taken forward this year plans are now in place to extend the wireless network capacity in support of our asset management strategy during the coming financial year.
Cisco Core Switch Replacement July 2011		Completed
Tribal Synergy Connect July 2011		Completed
Real time data capture schools June 2011		Completed
CareFirst6 Children in Need (CIN) Teams 1-3 July 2011		Completed
Personalisation CareFirst6 Adults Pilot Role-out July 2011		Completed
Schools Services ICT Review March 2012		Completed
Active Directory Phase 4 March 2012		Completed

Appendix 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q 4	Supporting Commentary
End of Life PC Replacement Phase 4 March 2012		Completed. Work will continue on an annual basis.
Virtual Machines (VM) Ware Phase 5 March 2012		Completed – with the replacement of VM 4 to vSphere5 starting in June 2012

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





352 PC & Laptop replacements July 2011		This replacement has been organised as part of the Windows 7 programme and a considerable number of devices have been replaced and upgraded
Virtualisation of a further 40 servers July 2011		A full reassessment of the Virtual infrastructure is underway now with the old VM Farm being replaced by a new software control infrastructure and enhancements to this service will take place over the next 12 months
Desktop virtualisation programme Phase 4 March 2012		The VDi aspect was placed on hold due to the above VM programme development but the Citrix developments have continued and are servicing a substantial client base in a secure manner
Backup Hardware Replacement Phase 3 March 2012		Project underway and further enhancements to suit the new data centre objectives will be developed in 2012

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
ICT 03	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scalable and robust software platform


Milestones	Progress Q 4	Supporting Commentary
Code of Connection compliance review May 2011		Complete
Corporate wide share point portal Phase 2 August 2011		Complete – the infrastructure is now in place with training to be rolled out in May 2012
Phase 4 rollout Corporate Service Delivery (CSD) March 2012		Complete with additional services being delivered such as the ICT Service Desk with further enhancements planned for 2012
ICT Security Strategy review March 2012		Complete – milestone subject to annual refresh.
Evaluate, analyse, deploy corporate and directorate process review March 2012		Complete – milestone subject to annual refresh

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.




Continuing improvements and enhancements to Corporate Service Delivery (CSD) system- March 2012		Complete – milestone subject to annual refresh
Continuing workflow implementation- March 2012		Complete – milestone subject to annual refresh
Improvement and enhancement of all customer interfaces March 2012		Complete – with the new SharePoint based Intranet becoming available in May, and development of the existing Web Site complete
Continued development of document management and distribution services March 2012		Complete. SharePoint is now in place ready to be utilised throughout the authority

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 4	Supporting Commentary
<i>Deliver business transformational projects identified by the corporate Efficiency programme March 2012</i>		Complete – milestone subject to annual refresh

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 4	Supporting Commentary
<i>Conduct a Satisfaction survey for ICT & Support Services March 2012</i>		Although no formal survey has been undertaken feedback has been acquired, which to date has been positive, as a part of the Windows 7. rollout .
<i>Further Development of I Want IT portal March 2012</i>		Complete – milestone subject to annual refresh
<i>Further Implementation of enhanced ICT Service Desk March 2012</i>		Complete – the new service desk system is in place enabling speedier access to services and solutions

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 4	Supporting Commentary
<i>Procure and implement new systems / working arrangements by March 2012</i>	<input checked="" type="checkbox"/>	Complete – milestone subject to annual refresh
<i>100 User Trial Live in Municipal Building May 2011</i>	<input checked="" type="checkbox"/>	This has been completed.

Ref	Objective
ICT 08	<i>Constantly evaluate and improve the delivery of administrative services across the Council's Corporate and Directorate requirement through the use of business re-engineering</i>





<i>Deliver administrative transformational projects March 2012</i>	<input checked="" type="checkbox"/>	Complete – milestone subject to annual refresh
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Ref	Objective
ICT 09	<i>Satisfy the administrative needs of the Council's Corporate and Directorate requirement by providing a well trained, efficient and effective administrative shared service</i>

<i>Implement, monitor and review learning plans for the staff in the Admin Shared Service March 2012</i>	<input checked="" type="checkbox"/>	Complete – milestone subject to annual refresh
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Appendix 3: Progress Against 'Key' performance indicators













Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
ITCLI 1	Average availability of the Council's operational servers (%).	100	99	100			Excellent performance has been achieved in relation to infrastructure availability thereby accommodating the needs of both internal and external recipients of services.
ITCLI 2	Average availability of the Councils WAN infrastructure (%).	99.99	99	100			

Service Delivery							
ITCLI 6	Member Support: % of calls responded to within 1 working day	99	95	99			Extremely high levels of support to Members continue to be maintained.







Appendix 4: Progress Against 'Other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	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	76			The advent of the new Service Desk solution has allowed effective support to be maintained throughout the year.
ITCLI 4	% Of all responsive repairs completed within 2 working days.	91	80	92			
ITCLI 5	School Support SLA: % of calls responded to within <u>agreed</u> target*.						The new School's SLA will bring with it greater complexity but the number of schools participating in the programme, and the resulting impact upon revenue generation is expected to grow over the coming year.
	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 4	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	100			The advent of the new Service Desk solution, and the rollout of Windows 7 programme have both impacted positively in supporting excellent performance for these measures.
ITCL1 8	Average working days from order to completion of a new PC	11	10	10			
ITCL1 9	Average working days from delivery to completion of a new PC	5	5	4			

Departmental Quarterly Monitoring Report

Directorate: Policy and Resources

Department: Human Resources & Learning Development

Period: Quarter 4 - 1st January 2012 to 31st March 2012

1.0 Introduction

This monitoring report covers the Human Resources Division fourth quarter period up to 31st March 2012. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

2.0 Key Developments

Eileen O'Meara has now been appointed to the post of Director of Public Health until 2013 and prior to the formal transfer of Public Health to the Local Authority.

The project to streamline transactional processes continues with further enhancements to the HR self serve portal with Request to Amend Establishment Structures and Leaver's Process being added to the on-line mileage claims.

A Pay Policy Statement, as required by the Localism Act, was approved by full Council on 07th March.

Additionally the Council's People Plan was endorsed by Executive Board on 29th March. The plan provides a framework through which we can build on the skills, knowledge and commitment of all staff in order to achieve our strategic aims.

Further information relating the plan can be accessed via the intranet through the following link

<http://intranet/content/newsroom/latestnews/2645355?a=5441>

3.0 Emerging Issues

The Corporate Training Centre is due to be relocated in August 2012. At present the Learning & Development Team are reviewing and identifying suitable locations in order that the transition to new premises can be accomplished within the necessary timeframe.

There will be a requirement for the authority to provide Her Majesty's Revenue and Customs with Real Time Information (RTI) regarding employee earnings as of April 2013. As we move into the coming financial year this will necessitate a thorough review of existing payroll processes and practices to ensure that accuracy of data being extracted from Halton's systems to support the new national ICT infrastructure for the provision of welfare benefits.

Additionally for May 2013 the government require automatic enrolment into pension schemes. Any decision by an employee to opt out of the scheme must be subject to a three year rolling review.

These initiatives will require an appropriate level of resource during the coming financial year in order to ensure that the authority remains compliant with its responsibilities.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	7		7		0		0
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All of the key objectives / milestones for the service have progressed as planned and additional details are provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

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

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		2		0		4
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A number of measures, primarily related to staff profiles, have failed to achieve their annual target and additional details are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	2		1		0		1
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The number of employee Personal Action Plans returned to the central team is disappointingly low and has failed to achieve target. Additional details of progress 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 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 Q 4	Supporting Commentary
To enhance individual learning opportunities through the design and delivery of a programme of coaching Dec 2011		<p>The Learning & Development Team have developed and deliver Coaching Skills for Managers course that is available through the L&D Calendar.</p> <p>Accreditation for Coaching Skills training with the Institute of Leadership & Management at levels 3 & 5 has now been achieved</p>
Further develop capacity for e-learning opportunities and undertake promotional activities Dec 2011		<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&D officers have now been trained to design and deliver specific courses that have been identified as organisational requirements.</p> <p>The L&D team are currently developing specific e-learning modules on Dignity in Care, Affordable Warmth, Data Protection, the Bribery Act and Safer Recruitment within Adult Services.</p>
Further promote and develop 'skills for life' programme March 2012		<p>The L&D Team have organised, in conjunction with the Adult Learning Team, another Skills for Life Programme. Start date is 20th Feb. for 9 weeks. The programme includes Maths and English modules, therefore enhancing Halton skills 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 Q 4	Supporting Commentary
Investigate and reconfigure business processes to further develop the HR Self-serve portal Sept 2011		This is ongoing as more processes are identified that can be undertaken electronically.
Engage with relevant stakeholders, including trade unions, in the renegotiation of revised terms and conditions including staff protocol Dec 2011		Extensive consultation has now been concluded and responses are being considered in order to inform the provision of revised terms and conditions.
Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2011		The provision of support and advice has continued throughout the period and it is likely that this will remain a requirement as we move into the future.
Conclude the settlement of outstanding Equal Pay claims March 2012		Where possible Equal Pay Claims have been concluded with some being dealt with through the Council's legal advisers.

Appendix 2: Progress Against Key Performance Indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Corporate Health							
<u>HRLD LI 1</u>	The number of working days / shifts lost due to sickness (all Council staff including teachers).	9.68	9	9.03			Although marginally missing its target the position has improved considerably year on year with a fall from 13.52 days in 2008 – 09..
<u>HRLD LI 2a</u>	Total FTE Establishment	4269	N / A	3,938	N / A	N / A	As would be expected the numbers of staff have reduced since 2010 – 11 although involuntary redundancy has been deployed only twice.
<u>HRLD LI 2b</u>	Total Staff (head count)	5642	N / A	5, 280	N / A	N / A	
<u>HRLD LI 3</u>	Current advertised vacancies	N / A	N / A	TBA	N / A	N / A	
<u>HRLD LI 4</u>	Current leavers (head count)	N / A	N / A	TBA	N / A	N / A	



Appendix 2: Progress Against Key Performance Indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
Fair Access							
<u>HRLD LI 7</u>	The percentage of top 5% of earners that are ¹						
	a) women	51.37	50	58.27			The current position is broadly in line with that of last year with female / BME representation being slightly higher than anticipated. The reduced overall FTE base and voluntary early retirement / redundancy is also likely to have impacted upon the figures.
	b) From BME communities.	2.22	1.0	2.73			
	c) With a disability	1.45	3.50	0.61			
<u>HRLD LI 8</u>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.15	5.00	1.21			Although significantly below annual target the proportion of self – declared staff meeting the DDA is marginally up on the 2010 – 11 year end.
<u>HRLD LI 9</u>	Minority Ethnic community staff as % of total workforce.	0.82	1.00	0.89			Year end position, although marginally lower than target, is slightly higher than 2010 – 11 and in line with trend over previous years.
HRLD LI 10	% Of economically active disabled people in LA area.	14.8	N/A	This data is no longer available from published national sources.			
HRLD LI 11	Economically active BME population in LA area.	0.9	N/A				

¹ Performance targets for these measures take account of local demographic profiles
Q4 2011/12 HR & Learning Development

Appendix 3: Progress Against 'Other' Performance Indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency							
HRLD LI 5	% of Employee Development Review / Personal Action Plan returns						
	a) Communities Directorate	New measure for 2011 - 2012	50	4%		N/A	Intelligence gathered from Personal Action Plans provides one source of information to assist in the development of future training programmes. Whilst the figures for the return of forms to the L & D Team are disappointingly low this does not necessarily mean that forms are not being completed by Managers within Departments. The team will discuss with managers any potential limitations of existing processes in order to ensure that intelligence relating to staff skill sets / training requirements can be fully exploited.
	b) Children & Enterprise Directorate		50	4%			
	c) Corporate, Policy, & Planning Directorate		50	9%			
HRLD LI 6	% of training delegates attending as proportion of places reserved	New for 2011 - 12	80%	94%		N/A	High levels of attendance have been secured during the year.

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Children & Enterprise
<u>Department:</u>	Economy, Enterprise and Property
<u>Period:</u>	Quarter 4 - 1 st January – 31 st March 2012

1.0 Introduction

This quarterly monitoring report covers the Economy, Enterprise and Property Department fourth quarter period up to 31st March 2012. It describes key developments and progress against all objectives and performance indicators for the service. The way in which the Red, Amber and Green, (RAG), symbols and Travel Indicator symbols have been used to reflect progress to date is explained in Appendix 7.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

2.0 Key Developments**2.1 Property Services (Operations)****Facilities Management**

The procurement process for the new term maintenance contracts is almost complete with the appointment of contractors having been recommended. The new contracts are likely to generate efficiency savings of circa 7% on the mechanical contract, 10% on the electrical contract and 9% on the building contract over current rates

Five schools have opted out of the School Cleaning Services SLA for 2012/13, as a result a number of staff have now been TUPE transferred to the new providers, two of the school are taking on the cleaners direct, in these cases staff have been transferred direct to the schools.

Capital Works Team

The refurbishment of Runcorn Market Hall to provide a joint use Library and Direct Link facility is almost complete, the opening being due in late April. The partial refurbishment of Rutland House to accommodate staff from Grosvenor House is again almost complete with many staff already having been moved into the building, the final staff moves are due to take place in May. Accommodation for HPIJ in Rutland House was also refurbished during Q4. Improvements include new seating arrangements for meeting with clients and a new reception area. The asbestos removal and partial refurbishment at Picow Farm Depot Office accommodation is nearing completion with staff due to move back into the building in April. The demolition of Queens Hall is complete as is and the works to provide improved office facilities at Lowerhouse Lane. The welfare element of the Lowerhouse Lane scheme had to be re-tendered as such the final completion date for this has been put back slightly, to late summer.

3.0 Emerging Issues

There are currently no emerging issues to report for this service.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	8		8		0		0
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For further information please refer to Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	0		0		0		0
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There are currently no 'other' objectives / milestones for this service to be reported.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	4		1		0		3
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The prevailing economic climate has had a detrimental influence upon the achievement of some annual targets.

There are also a further 2 indicators for which information is currently unavailable. Additional information is provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	13		8		0		5
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There are currently 5 'other' indicators which have failed to meet the targets set for the financial year. There are also a further 3 indicators which can not be reported at this time and additional information is provided within Appendix 4.

6.0 Risk Control Measures

The backlog of maintenance on buildings will continue to be a risk as funding potentially decreases. However, in recent years, the Council has developed a longer term investment plan in respect of its maintenance programme. As a result, this has actually led to a small decrease in expenditure on maintenance of buildings in 2011/12.

7.0 Progress against high priority equality actions

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2011 – 2012.

8.0 Data quality statement

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

9.0 Appendices

- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'key' performance indicators
- Appendix 3 Progress against 'other' performance indicators

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 Q4	Supporting Commentary
Identify further property to be considered for sales and implement asset disposals by March 2012 .	<input checked="" type="checkbox"/>	Sites are identified and reported to the Asset Management Working Group.
Commence Review of the Council's investment portfolio (in light of broader regeneration assessment) by October 2011	<input checked="" type="checkbox"/>	A review of the Council's investment portfolio has commenced.
Review and refresh Asset Management and Accommodation Strategies by March 2012 to ensure value for money	<input checked="" type="checkbox"/>	Reports have now been submitted to the Council's Executive Sub Board.
To secure a developer(s)/development partner at Mossbank Park by March 2012	<input checked="" type="checkbox"/>	A development partner has been secured. It is expected that a legal agreement will be signed in the next period, Quarter 1 2012/13.

Appendix 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q4	Supporting Commentary
Draft Widnes Market Review by November 2011 .		The review report has been completed.
Commence post review Action Plan implementation January 2012 .		The management of the Markets and Town Centre functions have been amalgamated as part of the review of the Economy, Enterprise and Property Department. The departure of the incumbent Town Centre Manager and Markets Manager and the need to bed in the new team has impacted upon the implementation of Market Review Action Plan
To hold three markets in Market Square by March 2012 .		<p>The following markets/events were undertaken in 2011-12 :-</p> <ul style="list-style-type: none"> ▪ April - Easter Treasure Hunt Commences. Built a rabbit house and Garden in the Market and stalls had pictures relating to treasure hunt, employ an Easter Bunny to roam the streets, Giant Easter Egg as Prize, etc. ▪ June - 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. ▪ August – Widnes On Sea: Seaside themes, beach, donkey rides, free mini funfair rides and a Helter Skelter. ▪ September - My Halton Foody Fortnight: In Market: Chefs Demonstrations. ▪ October - Widnes Market Traders Naked Calendar Launch – to coincide with Breast Cancer Awareness Month. All monies raised to go to 2 local cancer charities.

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	Progress Q4	Supporting Commentary
Backlog to be reduced to £1.9 Million by March 2012 .	<input checked="" type="checkbox"/>	The backlog of maintenance has been reduced. The target has been met.

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Property Services

Service Delivery							
PYS LI01 (previous reference PYS LI12)	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	83%	86%	86%			The significant proportion of buildings are now compliant. However it has to be remembered that in addition to a small number of buildings that will remain non-compliant due to cost / benefit considerations e.g. football changing rooms, the possibility exists that as we rationalise our accommodation the proportionate number suitable for disabled access may decrease.
Replacement NI 85 / NI 194	NEW green house gas (GHG) emissions indicator	25,817 Tonnes CO ₂ e	25,558 Tonnes CO ₂ e	N/A	N/A	N/A	This is a new indicator, 2010-11 being the first year this has had to be recorded. A 5 year target reduction of between 5% and 10% has been set which equates to an annual reduction of between 1% and 2%. This indicator is only reported annually, the information for 2011/12 will therefore be available in the 2 nd quarter 2012/13.

Development and Investment Services

Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Cost & Efficiency							
DIS LI01 (previous reference PYS LI03)	Occupancy of industrial units	81%	85%	72%			Economic climate remains very challenging. New marketing initiative being developed to promote units.
DIS LI02 (new)	Occupancy Widnes Market Hall	85.5% (Baseline figure as at 30 June 2011)	85%	Refer to comment	N/A	N/A	Due to a change in the management of the markets, it has not been possible to confirm the figures for this measure in this quarter. The information will be provided in quarter 1 2012/13.
DIS LI03 (new)	Improved revenue position £250,000	Baseline awaited	250,000	100,000		N/A	This figure was set to reflect future revenue savings made in respect of reducing the Council's property portfolio, and in particular, accommodation. The measure also reflects renegotiated rents and rates. The saving is less than anticipated, but this is predicated by the fact that recent work undertaken in 2011/12 will lead to more significant savings being made in 2012/13.





Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
DIS LI04 (new)	Capital receipts £2million	Baseline awaited	£2m	£1.92m		N/A	The Council's asset disposal programme is reported on a quarterly basis to the Council's Asset management Working Group. An ambitious target of £2m was set. Although the target has not been achieved it should be regarded as a positive outcome, given the state of the land and property market at the current time.

Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Property Services

Cost & Efficiency							
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%			13 projects over £50k have been completed within the timeframe, all have been completed within the available budget, however 3 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%			13 projects have been completed within the timeframe, 11 have been completed as planned 2 projects were delayed however. 1 was delayed due to the late delivery of structural steelwork, the other was delayed due to a combination of factors mainly an over optimistic agreement by the design team with regards the contract period and poor delivery of details from some of the consultants, which has been addressed.

Appendix 3: Progress Against 'other' performance indicators



Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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Energy Usage							
PYS LI04 (previous reference PYS LI09)	Electrical consumption in KWh/m ² within corporate buildings	87.76 KWh/m ²	86.88 KWh/m ²	N/A	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 ² is a 7% reduction on the 2009/10 figure of 94.31 KWh/m ² .
PYS LI05 (previous reference PYS LI10)	Gas consumption in KWh/m ² within corporate buildings	137.19 KWh/m ²	135.81 KWh/m ²	N/A	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 ² is a 15% reduction on the 2009/10 figure of 161.72 KWh/m ² .











Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
PYS LI06 (previous reference PYS LI11)	Water consumption in m ³ /m ² within corporate buildings	0.603 m ³ /m ²	0.597 m ³ /m ²	N/A	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 ³ /m ² , against 0.628m ³ /m ² 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%.











Development and Investment Services

Cost & Efficiency							
DIS LI08 (previous reference PYS LI04)	Percentage of industrial unit rent collected as percentage of rent due (excluding bankruptcies and the like)	92%	95%	97%			The implementation of an automated system has improved general rent collection.

Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
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%	86.5%			New rent collection methods have been implemented within the market (indoor and outdoor). Despite this, the difficult retail environment has impacted rent collections.
DIS LI10 (new)	Occupancy of Commercial % (new)	81% (baseline as at 30 June 2011)	81%	81%			Target met.
DIS LI11 (new)	Occupancy of Business Centres % (new)	72% (baseline as at 30 June 2011)	65%	75.38%			Target exceeded.
DIS LI12 (new)	Occupancy of Leisure Sites % (new)	93% (baseline as at 30 June 2011)	93%	93%			Target met.
DIS LI13 (new)	Occupancy Outside Retail Market (new)	43.4% (baseline as at 30 June 2011)	43%	43%			Improvement on previous quarter which may be as a result of ongoing marketing of shopping centre and Widnes Town Centre Shopper Offer. There is a slight decrease but it is expected that target will be met.

Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
DIS LI14 (new)	Percentage of rent retail market collected as % of rent due (excluding bankruptcies)	96.5% (baseline as at 30 June 2011)	96%	85%			New rent collection methods have been implemented within the market (indoor and outdoor). Despite this, the difficult retail environment has impacted rent collections.
DIS LI15 (new)	Occupancy Widnes Flea Market (new)	91.3% (baseline as at 30 June 2011)	91%	91%			Figures will be dependant upon the day of the week as well as weather conditions at the time.
DIS LI16 (new)	Percentage of rent flea market collected as % of rent due (excluding bankruptcies)	100% (baseline as at 30 June 2011)	100%	94%			Refer comments above
DIS LI17 (new)	Occupancy Runcorn Street Market	71%	75%	60%			Refer comments above
DIS LI18 (new)	Percentage of rent Runcorn street market collected as % of rent due (excluding bankruptcies)	100%	100%	100%			Refer comment above

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Communities Directorate
<u>Department:</u>	Community and Environment Services
<u>Period:</u>	Quarter 4 - 1 st January – 31 st March 2012

1.0 Introduction

This quarterly monitoring report covers the Community & Environment Services Department fourth quarter period up to 31st March 2012. It describes key developments and progress against all objectives and performance indicators for the service.

Given that there are a considerable number of year-end transactions still to take place a Financial Statement for the period has not been included within this report in order to avoid providing information that would be subject to further change and amendment. The final 2011 / 12 financial statements for the Department will be prepared once the Council's year-end accounts have been finalised and made available via the Council's Intranet. A notice will also be provided within the Members' Weekly Bulletin as soon as they are available.

2.0 Key Developments

2.1 School Meals

Meal Productivity and Food Costs

Many schools are continuing to actively encourage theme days. This has resulted in an increase in the number of meals served and heightens the pupils interest in various foods associated with various parts of the world.

Due to the increased number of meals served a significant increase in productivity has been achieved (meals per hour of labour) productivity has increased from 9.51 in period 2 to 9.84 in period 3, and to 9.91 in period 4.

In Q2 the cost of food per meal was 73p. In Q3 the cost of food reduced to 72p and rose slightly to 73p in Q4.

This slight rise is mainly due to the rate of food inflation, which presently is running at around 8%, new food suppliers, products and recipes have been introduced which have minimised the effect of this higher than average inflation figure.

In the high school sector a supplier has been found who can supply several items much more competitively than our existing contracts and this has helped keep the food cost per meal to 73p in Q4.

This figure is considerably lower than at the same period last year, each 1p reduction in food cost equates to a saving of £20,000.00 per year.

Training

Various training courses have been attended during Q4 these include:-

- Several Fire Awareness Courses for all Catering Supervisors and High School assistant cooks (71people) to refresh their fire awareness and procedure knowledge. This course also demonstrated the use of various fire extinguishers.
- A Food Safety awareness course was held for 12 new staff.
- A Food Safety level 2 course was held for 36 Catering Supervisors. This course was followed by a 1 hour examination, the Catering Supervisors already have formal qualifications in Food Safety, However, continuing professional development in this area is critical in the catering industry, the remaining Catering Supervisors will be trained during the summer term

New Management Information System (Saffron)

The Saffron Catering management system has been purchased.

This system is a computer based data recording system that will help speed up information relating to food costs and productivity, it also has the ability to process invoice payments electronically, if implemented this element could see a reduction in over 27,500 paper invoices entering the Council payments system.

The 1st phase of the system will come into operation from the 1st April 2012.

67 Catering Supervisors have been trained on a new weekly catering control sheet.

The Primary Catering supervisors will use a data call system each week to record their weekly income and sales figures.

The High Catering Supervisors will complete their data on line.

2.2 Stobart Stadium Halton

Matches

Widnes Vikings have returned to the top flight of Rugby League after a 7 year absence. Their first home game was against Wakefield Wildcats and attracted over 8,000 spectators, although it is fair to say they have started badly they have recorded their first wins over Wigan and London and only narrowly lost to St Helens and Leeds.

This is an initial 3-year license which allows Widnes time to recruit and build a sustainable team without the fear of immediate relegation

The Stadium hosted for the first time the North West Champions Regional Finals over 2 days – 5 games with over 2000 attending – the event was a great success and could not have taken place without the installation of the 3G pitch (I-Pitch) at the Stadium.

The new I-Pitch is proving to be a huge success with the local community and over 8,000 people have used the facility in the first 3 months for both rugby and football.

Events

Since January a number of events have been held at the Stadium they include:-

- 10 weddings
- Two Christmas Events (after Christmas)
- Past Players Formal Dinner – 300
- Marquee Events include – Mayors Ball/Pink Ball/Rotary Ball and Rainbow Ball

Although these events have proven popular there has been a slowing down of customers booking events and also a reduction in the amount of money they are prepared to spend on food and entertainment. This is a clear indication that the present recession is hitting the area particularly hard.

Bars

- Sports Bar income at the end of the year increased from last year
- Refurbishment of the Sports Bar was completed
- Live entertainment for Saturday nights – quiz nights/poker/bingo/karaoke

New Web Site

The new Web Site is proving very popular with over 3,000 hits in the first few months of going live. It helps to generate and record the initial expression of interest regarding bookings these are then followed up immediately by the Stadium Admin Team.

Stadium Fitness

Jan 2012

FULL	620
CASUAL ADULT	1550
CASUAL JUNIOR	360
Halton Leisure Card (HLC)	283
Total	2813

April 2012

FULL	701
CASUAL ADULT	1640
CASUAL JUNIOR	433
Halton Leisure Card (HLC)	44
Total	2818

Despite the recession hitting disposable income Membership numbers have increased over the last few months.

Staff members have been out to various companies since January promoting the Stadium. Visiting Marks & Spencers, O2, Kingsway College and Tesco.

Also we have now been given a regular slot at the Home Retail call centre in Queens Avenue Widnes. During our visits we offer individuals an opportunity to sign up on a corporate membership, this is always very popular.

Staff are at the moment looking at improving a small area in the fitness suite by having a ladies only stretching and free weights area, which is something that members have been asking for. If this proves to be popular we will try out a ladies only evening.

Junior gym and family Karate continue to do very well with the regular class attracting over 30 participants at most classes.

The taster sessions started mid January on the I-Pitch. The Stadium Fitness staff are really enjoying this new challenge and are all very encouraged by all the positive feedback they are getting from the local football and rugby teams.

February was a very busy time over in Stadium Fitness. We had the Mayors Ball and the annual Maureen King Pink Ball both events were a great success. The Pink Ball raised over £7000 for the Breast Cancer Campaign.

Halton Table Tennis team have also done very well as usual and are in the Premier final of the British League. Also the junior team came second in the National Junior League.

3.0 Emerging Issues

There are currently no emerging issues for the service to report at this time.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	5		5		0		0
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All key objectives / milestones have been completed as planned and additional information is provided within Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	13		12		0		1
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One 'other' objective/milestone has failed to achieve its target within the year. The project to extend the cashless payment Smart Card system is around £25K per school and as yet no schools have volunteered to extend the pilot. Core funding is not at a level that the service can be extended without financial support from the schools themselves.

Further details concerning progress are included within Appendix 2.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		5		0		1
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There is one indicator, relating to the take up of free school meals in primary schools. which has failed to meet its target for the year. Additional details concerning all key indicators are provided within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	7		7		0		0
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All 'other' performance indicators that can be reported at this time have achieved annual target and additional 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, 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 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 Q4	Supporting Commentary
Deliver a promotion and educational campaign Sept 2011 and Jan 2012		A number of campaigns have taken place that resulted in an increase in uptake of school lunches.
Review and update the strategy and action plan to increase the uptake of free school meals. July 2011		Completed.
Develop effective joint working and agree funding, with the private/public sector to address childhood obesity, Sept 2011		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. Opportunities may arise once public health is transferred to the Authority.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective
CE4	Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.

Milestones	Progress Q4	Supporting Commentary
Implement action plan derived from Public Library Service User Surveys to ensure services meet the needs of the Community. Mar 2012. (AOF 21 & 26)		Completed
Develop proposals for a new Runcorn Library. Mar 2012. (AOF21 & 26)		Building work now completed, opening planned for the end of April.



Appendix 2: Progress Against 'other' objectives / milestones

Ref	Objective
CE2	Increase the community usage of the stadium and to maintain and improve the health of Halton residents.

Milestones	Progress Q4	Supporting Commentary
Visit Riverside College Halton and local Sixth Forms to advise and promote to students the leisure facilities available at The Stadium. Sept 2011 (AOF2)		Complete, in addition visits have also been made to a number of commercial businesses including Marks & Spencer and O2.
Measure customer satisfaction with Stadium Community Services. Jan 2012 (AOF2)		Recent exit questionnaire was informative and will aid in future planning
Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price. Mar 2012. (AOF6 & 7)		This has proved to be a popular offer and will continue in to the new financial year.
Formulate proposals for events linked to the Football World Cup bid 2018/22 and the Rugby World Cup 2013. Sept 2011 (AOF2 & 7)		The Stadium has been informed that Halton will be a "Host City" for the 2013 Rugby League World Cup, an announcement will be made mid-February as to which team will be based in Halton.
Develop new, user friendly, interactive, Stadium website, Dec 2011 (AOF7)		A new Web Site is new fully operational, already the number of enquiries has more than quadrupled for the same period last year.



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 Q4	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 Sept 2011		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. Aug 2011		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 2 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	Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.

Milestones	Progress Q4	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. Sept 2011. (AOF 15 & 26)		<p>As previously reported self service has been fully implemented at Widnes Library for the issue/return of resources and for computer bookings and printing. Wi-Fi is now available at Widnes Library.</p> <p>Self serve facilities have been included in the plans for new Runcorn Library.</p>
Deliver a programme of good quality Reader Development activities with at least 1 major event per quarter. Mar 2012. (AOF 15 & 26)		<p>To celebrate National Libraries Day the children's book character Kipper the dog visited Halton Libraries. More than 100 families met Kipper over the week, with guest appearances at 3 library rhymetime sessions. Kipper was also spotted walking around Halton Lea Shopping Centre promoting the rhymetime and libraries to families.</p> <p>With partner organisations Kipper also visited 2 Children Centres – Halton Brook and Halton Lodge, where families were encouraged to join the library.</p> <p>Halton Libraries National Libraries Day events also included an evening with award winning author Helen Walsh at Widnes Library and an evening with astrophysicist Dr Tim O'Brien from Jodrell Bank Observatory and presenter of BBC's Stargazing at Halton Lea Library.</p> <p>The service continues to provide support for 8 reading groups and launched a new online reading group in January 2012.</p>









Appendix 2: Progress Against 'other' objectives / milestones

<p>Deliver a programme of extended informal learning opportunities including Information, Advice and Guidance service targets. Mar 2012. (AOF 15 & 21)</p>		<p>52 Next Steps Information & Advice sessions have been delivered this quarter comprising CV assistance, job club, course information, and job applications</p> <p>114 support sessions have been delivered covering how to get online, online basics, setting up e-mail accounts, social networking and safe internet use</p>
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Ref	Objective
CE8	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution

Milestones	Progress Q4	Supporting Commentary
<p>Continue to implement annual sports bar specific action plan designed to improve profitability. April 2011 (AOF 34)</p>		<p>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.</p>
<p>Host a wedding fayre in Oct 2011 and Feb 2012 and a business fayre in Jul 2011 (AOF 34)</p>		<p>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.</p>
<p>Continue to develop promotional strategy to attract a minimum of 12 large corporate events annually to the Stadium. Mar 2012 (AOF 34)</p>		<p>Completed.</p>









Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
Cost & Efficiency							
<u>CE LI 1</u>	No. Of meals served versus hourly input of labour (Previously SH LI5)	9.20	9.00	9.90			An exceptional result, almost 10% increase in productivity over the past twelve months.
Service Delivery							
<u>CE LI 8</u>	% Of schools complying with National Nutritional Guidelines (66 Schools) (Previously SH LI1)	100%	100%	100%			All schools fully compliant
Service Delivery							
<u>CE LI 9</u>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI8a)	81.22%	80%	77.71%			The target has not been achieved and all efforts are being made to ensure greater uptake in 2012. When compared nationally this is excellent performance. The criteria for Free School meals will be tightened next year. This may have an increase on our obesity rate.
<u>CE LI 10</u>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH LI8b)	79.35%	70%	72.81%			This target is always difficult to achieve, however significant training with staff has ensured it has not just been achieved but exceeded.







Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<u>CE LI 13</u>	Take up of school lunches (%) – primary schools	48%	50%	50.34%			Despite the recession and pressures on disposable income becoming ever tighter it is encouraging that this target has been exceeded, this against the national trend of a decrease in uptake.
<u>CE LI 14</u>	Take up of school lunches (%) – secondary schools	49%	51%	53.74%			Despite the recession and pressures on disposable income becoming ever tighter it is encouraging that this target has been exceeded, this against the national trend of a decrease in uptake.

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
Cost & Efficiency							
CE LI 2	Turnover of the Stadium (£m's) (Previously SH LI16)	N/A	2.15	Refer to Comment.	N/A	N/A	Awaiting financial out turn.
CE LI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH LI21)	N/A	10.60	Refer to Comment.	N/A	N/A	Awaiting financial out turn.
Fair Access							
CE LI 4	Diversity – number of community groups accessing stadium facilities (Previously SH LI23)	26	10	24			The number of different community groups has increased significantly; the Stadium is clearly regarded as a community hub.
CE LI 5	Number of catering staff achieving a formal qualification (previously SH LI3)	24	15	39			The school catering staff are the best qualified staff in the Country.
Service Delivery							
CE LI 11	No. of people accessing stadium facilities (1,000's) (Previously SH LI10)	710	690	840			Due to the St Helens matches, the Vikings return to the Super League and the increased community usage, the target has been significantly exceeded.
CE LI 12	Uptake of the Halton Leisure card scheme (Previously SH LI11)	368	325	394			The Halton Leisure Card has proved popular this past year.

Appendix 4: Progress Against 'other' performance indicators

Ref	Description	Actual 2010/11	Target 2011/12	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
CE LI 15	Average number of healthy food initiatives per school (Previously SH11)	8	7	10			The increased uptake and increased productivity have been achieved in partnership with some excellent projects and initiatives linked to healthy eating. It is hoped that the new arrangements for Public Health will forge closer links to this service area.
Quality							
CE LI 25	Food cost per primary school meal (pence) (Previously SH 6a)	67	74	73			<p>The cost per meal rose slightly to 73p in Q4 from 72p in Q3.</p> <p>This slight rise is mainly due to the rate of food inflation, which presently is running at around 8%. New food suppliers, products and recipes have been introduced which have minimised the effect of this higher than average inflation figure.</p>
CE LI 26	Food cost per secondary school meal (pence) (Previously SH 6b)	93	94	73			In the high school sector a supplier has been found who can supply several items much more competitively than our existing contracts and this has helped keep the food cost per meal to 73p in Q4.