

MEETING: CABINET MEMBER - PERFORMANCE AND GOVERNANCE
DATE: Wednesday 4 August 2010
TIME: 9.00 am
VENUE: Town Hall, Southport (this meeting will be video conferenced to the Town Hall, Bootle)

Councillor

DECISION MAKER: Brodie - Browne
SUBSTITUTE: Tattersall

SPOKESPERSONS: Friel Mclvor

SUBSTITUTES: Brennan Barber

COMMITTEE OFFICER: Ruth Appleby
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The Cabinet is responsible for making what are known as Key Decisions, which will be notified on the Forward Plan. Items marked with an * on the agenda involve Key Decisions

A key decision, as defined in the Council's Constitution, is: -

- any Executive decision that is not in the Annual Revenue Budget and Capital Programme approved by the Council and which requires a gross budget expenditure, saving or virement of more than £100,000 or more than 2% of a Departmental budget, whichever is the greater
- any Executive decision where the outcome will have a significant impact on a significant number of people living or working in two or more Wards

If you have any special needs that may require arrangements to facilitate your attendance at this meeting, please contact the Committee Officer named above, who will endeavour to assist.

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A G E N D A

Items marked with an * involve key decisions

<u>Item No.</u>	<u>Subject/Author(s)</u>	<u>Wards Affected</u>
1.	Apologies for Absence	
2.	Declarations of Interest Members and Officers are requested to give notice of any personal or prejudicial interest and the nature of that interest, relating to any item on the agenda in accordance with the relevant Code of Conduct.	
3.	Minutes Minutes of the meeting held on Wednesday 9 June 2010.	(Pages 5 - 8)
4.	Strategic Information Sharing Protocol for Sefton Borough Partnership Joint report of the Chair of Sefton Understood and the Director, Sefton Equalities Partnership. (Mr. John L. Curtis, Chair of Sefton Understood to present the report).	All Wards; (Pages 9 - 36)
5.	Integration of Performance Improvement (Intelligence) and Communications Functions Report of the Assistant Chief Executive	All Wards; (Pages 37 - 44)
6.	Joint Local Area Agreement, Corporate Plan and National Indicator Monitoring Report - Quarter 4 2009/10 Report of the Assistant Chief Executive	All Wards; (Pages 45 - 108)
7.	Chief Executive's Departmental Service Plan 2010-11 Report of the Assistant Chief Executive	All Wards; (Pages 109 - 126)
8.	Partnership Mapping Update Report of the Assistant Chief Executive	All Wards; (Pages 127 - 136)

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THE "CALL IN" PERIOD FOR THIS SET OF MINUTES ENDS AT 12 NOON ON WEDNESDAY 23 JUNE 2010.

CABINET MEMBER - PERFORMANCE AND GOVERNANCE

MEETING HELD AT SOUTHPORT TOWN HALL ON WEDNESDAY 9 JUNE 2010

PRESENT: Councillor Brodie-Browne

ALSO PRESENT: Councillors Friel and McIvor

1. APOLOGIES FOR ABSENCE

No apologies for absence were received.

2. WELCOME AND INTRODUCTION

The Cabinet Member welcomed everyone to the first meeting of the 2010/2011 Municipal Year, in particular Councillor McIvor who was attending his first meeting as Spokesperson.

3. DECLARATIONS OF INTEREST

No declarations of interest were received.

4. MINUTES

RESOLVED:

That the Minutes of the meeting held on 17 March 2010 be confirmed as a correct record.

5. ARRANGEMENTS FOR THE 2010 PLACE SURVEY

The Cabinet Member considered the report of the Public Engagement and Consultation Officer on the 2010 Place Survey which provided information about people's perceptions of their local area and the services they received.

The report indicated that the Place Survey collected information on 18 National Indicators for Local Government used for measuring the performance of 152 County Councils, Metropolitan District Councils, London Boroughs and Unitary Authorities.

The report provided details of the proposed arrangements for the 2010 Place Survey and the estimated timetable, which was indicated in paragraph 6.2 of the report.

RESOLVED:

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CABINET MEMBER - PERFORMANCE AND GOVERNANCE-
WEDNESDAY 9 JUNE 2010

That the commencement of arrangements for the 2010 Place Survey be agreed.

6. ONEPLACE PERFORMANCE AND VALUE FOR MONEY SUMMARY

The Cabinet Member considered the report of the Assistant chief Executive which provided a summary of the information and intelligence published by 'Oneplace' and the Audit Commission.

The report indicated that use of the published data allowed Sefton Council and its partners to predict Direction of Travel, which would allow further investigation into areas where the Council was not providing value for money.

The published data provided by Oneplace could be found on www.direct.gov.uk/oneplace.

RESOLVED:

That the information published by the Oneplace Website and the Audit Commission be noted.

7. PARTNERSHIP MAPPING - APPROVAL OF TOOLKIT PROCEDURE

Further to Minute No. 97 of 17 March 2010, the Cabinet Member considered the report of the Director of Equalities on the development of a Toolkit /Database and guidance and procedures for mapping the Council's partners.

The Partnership Mapping Toolkit was attached as an Appendix to the report.

RESOLVED: That

- (1) the policies and guidance contained within the Toolkit be approved; and
- (2) It be agreed that the Toolkit be installed on the Council's Intranet in readiness for the roll out of the Database.

8. THE COMPREHENSIVE AREA ASSESSMENT

The Cabinet Member considered the report of the Assistant Chief Executive on the abolition of the Comprehensive Area Assessment and options for the Council's continued internal review and challenge for ensuring the maintenance of:

- standards and validation of service delivery and/or services;

- value for money and efficiency;
- challenge to Performance Improvement; and
- Identification of risk.

RESOLVED: That

- (1) the abolition of the Comprehensive Area Assessment (CAA) with effect from Friday 28 May 2010 be noted; and
- (2) in the light of the abolition of the CAA, the need for continued discussion on how the Council can challenge its internal processes, performance improvement and value for money for the Sefton community be accepted.

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REPORT TO: Cabinet Member Performance & Governance

DATE: 4th August 2010

SUBJECT: Strategic Information Sharing Protocol for Sefton Borough Partnership

WARDS AFFECTED: All

REPORT OF: John L Curtis – Chair, Sefton Understood (0151 296 4566)
Sue Holden – Director, Sefton Equalities Partnership (ext 4722)

CONTACT OFFICER: Alex Spencer – Corporate Performance Officer (ext 4604)

**EXEMPT/
CONFIDENTIAL:** No

PURPOSE/SUMMARY:

To request that the Cabinet Member reviews and endorses a Strategic Information Sharing Protocol for Sefton Council as a key partner in Sefton Borough Partnership.

The Strategic Information Sharing Protocol will commit all partners within the Sefton Borough Partnership to share data and information with other partners at a strategic level. This will in turn facilitate a rich, intelligence led understanding of our communities.

REASON WHY DECISION REQUIRED:

The Strategic Information Sharing Protocol was presented to the Sefton Borough Partnership Operations Board on 5th July 2010.

The Operations Board agreed to the protocol in principle; however this agreement is subject to formal ratification by partners.

The Cabinet Member is therefore asked to review, endorse and ratify the attached information sharing protocol and accompanying toolkit on behalf of Sefton MBC.

RECOMMENDATION(S):

Cabinet Member Performance & Governance is requested to:

- i. Review, endorse and ratify the attached Strategic Information Sharing Protocol and accompanying toolkit on behalf of the Council. (Appendix One)
- ii. Signs the Declaration of Acceptance & Participation on behalf of Sefton MBC (Appendix Two)

KEY DECISION: No

FORWARD PLAN: No

IMPLEMENTATION DATE: Immediately

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ALTERNATIVE OPTIONS: Do not ratify the approach meaning there will be no strategic agreement between our partners in Sefton to share information, following a layered toolkit.

IMPLICATIONS:

Budget/Policy Framework:

Financial:

<u>CAPITAL EXPENDITURE</u>	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

Legal: None

Risk Assessment: Not Applicable

Asset Management: Not Applicable

CONSULTATION UNDERTAKEN/VIEWS

CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	➡➡		
2	Creating Safe Communities	➡➡		
3	Jobs and Prosperity	➡➡		
4	Improving Health and Well-Being	➡➡		
5	Environmental Sustainability	➡➡		
6	Creating Inclusive Communities	➡➡		
7	Improving the Quality of Council Services and Strengthening local Democracy	➡➡		
8	Children and Young People	➡➡		

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT

1. Information Sharing Report to Sefton Borough Partnership Operations Board – 5th July 2010.
2. Minutes from Sefton Borough Partnership Board – 5th July 2010.

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1.0 BACKGROUND:

- 1.1 Information Sharing generally supports a richer understanding of the Community we serve, in that it provides a wider relevant data set to the analyst, providing management information.
- 1.2 To provide useful management information to decision makers it is important that data and information analysts have in place a set of tools that support information sharing at the strategic and operational levels.
- 1.3 The Partnership Intelligence Group (Sefton Understood) will be the main analytical group providing relevant information to the Operations Board as well as other strategic groups.
- 1.4 To support information Governance and a clear approach to information sharing it is proposed that Sefton Understood, including our partners adopt the existing Information Sharing toolkit that was originally developed to support Every Child Matters.
- 1.5 These protocols, now supported by the Merseyside wide Multi Agency Information Sharing Review Group, the North West Information Sharing and Security Group, and Information Commissioners Office (ICO) clearly outline an information sharing toolkit consisting of procedures and protocols that can be easily followed and adopted/ adapted.
- 1.6 In brief the toolkit was developed and designed to support information sharing around children and young people, but has now been designed to support any information sharing activity at both the strategic and operational levels.
- 1.7 The Toolkit consists of
 1. Information Sharing protocol (strategic level)
 2. Declaration of Acceptance & Participation, which ensures that the Data Controller has registered with the Information Commissioners Office (ICO)
 3. Information Sharing Arrangements/agreements, explaining at an operational level the data to be exchanged and for what purpose(s) and how this will be undertaken securely.
 4. Information sharing instruction template, which supports interdepartmental data sharing.
 5. Various appendices, including Caldicott and Data Protection Principles, Rights of the Data Subject, definitions and glossary of terms and Common Law Duty of Confidentiality.

More information can be obtained from the Greater Merseyside Connexions internet site <http://www.connexionsgmerseyside.co.uk>

- 1.8 The Protocol and Toolkit was presented to the Sefton Borough Partnership Operations Board on 5th July 2010. The Operations Board agreed that each partner body would need to ratify the protocol and toolkit through their respective structures (for the Council Performance and Governance Cabinet).

2.0 APPENDICES

Appendix One: Information Sharing Toolkit

Appendix Two: Declaration of Acceptance & Participation

3.0 RECOMMENDATION(S):

Cabinet Member Performance & Governance is requested to:

- i. Review, endorse and ratify the attached Strategic Information Sharing Protocol and accompanying toolkit on behalf of the Council. (Appendix One)
- ii. Signs the Declaration of Acceptance & Participation on behalf of Sefton MBC (Appendix Two)

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Information Sharing Toolkit

The Information Sharing Protocol

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Declaration of Acceptance & Participation (DAP) [Printable version in separate document](#)

Appendix 1	DPA 98 – Schedule 1 – The 8 Principles
Appendix 2	DPA 98 – Schedules 2 & 3 – Conditions to Process
Appendix 3	The Caldicott Principles
Appendix 4	DPA 98 – Part II - Data Subjects Rights
Appendix 5	The Common Law Duty of Confidentiality
Appendix 6	Rights of the Data Subject
Appendix 7	Legal Powers to Share

Acknowledgements

The documents comprising the Information Sharing Toolkit have been produced as a result of the combined efforts and contributions of a wide variety of individuals and groups from a range of organisations at local, regional and national level.

Particular thanks go to the following bodies:

- **Greater Merseyside Connexions Partnership**
- **Knowsley ISAP Information Sharing Sub-Group**
- **Cheshire & Merseyside Strategic Health Authority Information Governance Group**
- **North Mersey LIS Team**
- **Local e-Government Standards Board IS Protocol Group**
- **North West ISAP Cluster Group**
- **Various Other Local Authority ISAP Trailblazer & Non-Trailblazer Groups**
- **Merseyside Police (Joint Agency Group)**
- **St Helens Multi-Agency Information Sharing Review Group**
- **Various Other Local Authorities and Partner Organisations**
- **DCFS - -ISA Information Sharing Reference Group**
- **Department for Constitutional Affairs – Information Rights Division**
- **Information Commissioner’s Office**

Apologies if anyone has been omitted.

Version Control

Version	Amended Date	Amended By	Main Changes
1.0	01.06.2009	J McKeown	First Working Draft for comment & approval
1.1	24.06.2009	J McKeown	Added Version Control/Non legally binding statement
1.2	21.12.2009	J McKeown	Minor updates to font type, layout and weblinks

Commonly used Data Protection Terms within this document and can be found in Appendix 1 - Definitions & Glossary

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1. Introduction

1.1 General

The Information Sharing Toolkit has been developed to establish a comprehensive and consistent standard within and across organisations/authorities in respect of the treatment of personal identifiable information. It places the '**Service User(s)**' (i.e. children, young people, adults and their families) at the centre of how their information is used and which all signatory organisations will adopt and work towards implementing.

This Information Sharing Protocol (ISP) is the first element of the Toolkit. It sets out the rules, values and principles for information processing and sharing between organisations irrespective of the purpose. It is aimed at an organisation's 'strategic' level. It is not a legally binding document, but one that promotes effective practice when sharing data.

The other elements of the Toolkit are as follows:

- **Information Sharing Arrangement (ISA)** – This is a means of defining a specific community of two or more organisations who have come together for a common purpose with a shared objective in respect of information sharing. It state the “Who, What, When, Where, Why and How personal information is to be shared between the organisations. It is aimed an organisation's 'middle management' level.
- **Operational Arrangement (OA)** – This is a means of capturing the relevant business processes (Work Instructions) that will support effective information processing/sharing for a particular purpose and then communicating those to the appropriate operational staff within and across organisations. It is aimed at an organisation's 'operational manager/practitioner' level.
- **Privacy, Confidentiality & Consent** – This covers the range of processes and documentation that will directly impact on service users and includes things such as 'Privacy/Confidentiality Statement', 'Fair Processing Notice or Privacy Notice', 'Consent', 'Subject Access', etc. It is aimed at an organisations 'service user' level.
- **The Appendices** – are the principal reference guides and support the application of of the Toolkit.

1.2 Background

Partner Organisations/Agencies (Partner Organisation) supplying services to their users customers or clients who are resident, or accessing services, within ***the area covered by any partner organisation*** and are continually processing information about them. At times a single organisation working with a service user(s) may identify a range of issues that need to be addressed, some of which are outside of its scope or expertise. Conversely, more than one partner organisation could become involved with a service user(s) but they are unaware of each others involvement.

These organisations may be gathering the same basic information, undertaking similar assessments and producing/implementing plans of action that are appropriate to the organisations perceived need of response rather than the whole need of a service user(s). Consequently, there is often unnecessary duplication of effort, poor coordination and a lack of a coherent approach to the particular issues facing a service user(s) which could be potentially detrimental.

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In these circumstances it has been recognised that a co-ordinated multi-agency response is the best way of ensuring that service users receive the type and level of support most appropriate to their needs.

Therefore, the sharing of relevant and appropriate information between organisations and their practitioners, when it is needed, with a degree of confidence and trust is vital in ensuring that service users receive the 'seamless', high quality, support they expect.

Thus, information (data) sharing should not be seen as an activity in its own right but as a necessary/reasonably ancillary requirement to the effective delivery of a policy or service that respects people's legitimate expectations about the privacy and confidentiality of their personal information but also considers the consequences of a **failure** to act.

1.3. Information (Data) Sharing Categories

There are three broad categories of information relating to service users that organisations may wish to collect, store and share and these are as follows:

▶ **Aggregated (Statistical) Information**

Aggregate and management information used to plan and monitor progress of the organisation in its delivery of services and to manage its local focus so as to provide the most effective support to its service users. This is generally outside of the remit of the Data Protection Act 1998.

▶ **Depersonalised/Anonymous Information**

Information that has had all person identifiable information removed (e.g. name, address, unique identifiers, etc) so as to render it anonymous and therefore outside the remit of the Data Protection Act 1998.

▶ **Personal Identifiable Information (including non-sensitive, confidential and sensitive data)**

Information (name, address, unique identifiers, etc) relating to a **living individual**, including their image or voice, that enables them to be uniquely identified from that information on its own or from that and other information available to the organisation.

The Data Protection Act 1998 defines seven types of personal identifiable information to be '**sensitive data**' and these are:

- Ethnicity
- Religious Beliefs
- Criminal Proceedings
- Physical or Mental Health
- Sexual Life
- Political Opinion
- Trade Union Membership

To process any '**Personal Identifiable Information**' at least one of the conditions from Schedule 2 of the Data Protection Act 1998 must be met ([See Section 4.7 & Appendix 3](#)) and if it is '**sensitive information**' ([see above](#)) then at least one of the conditions from **both** Schedule 2 **and** Schedule 3 of the Data Protection Act 1998 must be met ([See Section 4.7 & Appendix 3](#)).

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There may also be 'Personal Identifiable Information' outside of that defined as 'sensitive' by the Data Protection Act 1998 (See [Section 1.3](#)) but has been identified by the signatory organisations as being of a personal and sensitive nature, known as "Professionally Sensitive Information" but more often called "Confidential Data".

Examples of this include client characteristics (substance misuse, homeless, refugee, truant, etc), opinions or assessment data.

In respect of Confidential Data it is recommended that signatory organisations treat this in the same manner as Sensitive Information and that any Information Sharing Arrangement and any associated Operational Arrangement(s) reflects this understanding.

2. Scope of the Information Sharing Protocol (ISP)

2.1. General

This Protocol lays the foundation for the secure and confidential sharing of agreed appropriate **aggregated, depersonalised and personal identifiable information** (see [page 5](#)) within and across organisational/authority boundaries.

It is a statement of the principles and assurances which govern that activity and provides that the rights of all the parties (organisations, managers, practitioners and service users) are upheld in a fair and proportionate manner by ensuring clarity and consistency of practice in accordance with:

- The duties and powers (express or implied) arising from relevant legislation incumbent upon statutory bodies or their sub-contractors
- The Data Protection Act 1998
- The Human Rights Act 1998
- The Freedom of Information Act 2000
- The Caldicott Principles ([See Appendix 4](#))
- Common Law duties (e.g. Confidentiality) ([See Appendix 5](#))
- Any other relevant statutory and non-statutory regulations and/or guidance

It is designed to support and supplement the requirements arising from existing legislation and guidance as outlined at [Section 2.1](#) and referenced throughout this document and the other elements of the Toolkit; it does not replace or supplant them.

However, in order to achieve a 'common standard' across signatory organisations via the implementation of this Toolkit it is recommended that they migrate and convert any other existing Information Sharing Protocols/Arrangements etc at the point they are due for renewal.

The Toolkit will also complement and support a number of key national projects and initiatives relating to information sharing, most notably:

- **Public Sector Data Sharing: Guidance on the Law;** see www.justice.gov.uk
- **Information Governance for the Department of Health;** in particular the Health and Social Care environments, see www.dh.gov.uk

- **FAME Readiness Assessment Tool and FAME Generic Framework Guidance;** these push partnerships to look at their intentions, their policy drivers, legal powers, information sharing and governance and provide a process within which practitioners, ICT and governance/managers can communicate with each other and learn about the issues underlying the partnership and form an action plan. Beyond that, there is a need to recognise that no issue is on its own. The notion of joined up services has few real boundaries, those that exist, exist because of perceptions, see www.fame-uk.org

2.2. Statutory Sector Bodies

This document is intended to operate across all organisations operating in the statutory sector including, but not restricted to: Criminal Justice, Health, Local Authorities, (Other) Education/Learning/Training Providers, etc **and** those organisations operating in the private & voluntary sector where they are undertaking a statutory function.

All organisations operating within a statutory framework must show that they have the necessary legal basis (express or implied powers) to process and disclose personal (service user) information. These can be derived from the specific legislative requirements to provide services that by their very nature necessitate the sharing of information if they are to be delivered effectively. (See Section 1.2)

In this context statutory sector bodies, and those carrying out statutory functions on their behalf, should first consider what statutory powers or duties they may be subject to, in relation to sharing personal information, and also should consider the issue of service user consent. However, sharing of information must still be in accordance with their (service user) statutory rights and legitimate expectations (See Sections 4.9 & 4.10)

Where a statutory body is bound by particular legislation, regulation or guidance in respect of service user consent then this must be adhered to. (See Section 6)

2.3. Private and Voluntary Sector Bodies

Organisations within the private and voluntary sectors who **are not** undertaking statutory functions may still wish to adopt the Toolkit and become signatories to the Information Sharing Protocol (ISP) if it is felt to be of benefit/necessity. This approach is especially recommended where these bodies are working with statutory sector bodies to provide effective support to service users.

In this context these private and voluntary sector bodies **must** have the service users prior consent (explicit if sharing sensitive information) before sharing personal information with other service providers unless this can be overridden due to an exemption as laid out in the Data Protection Act 1998

2.4. Age

This Information Sharing Protocol (ISP) will apply to people of all ages who are, or have been, service-users of the organisations that are signatories to this document and whose information is the subject of any sharing arrangements between those organisations. Age specific requirements will be addressed within the appropriate Information Sharing Arrangement(s) (ISA) and any Operational Arrangement(s) (OA).

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2.5. Information Sharing Arrangement (ISA)

This Information Sharing Protocol (ISP) **will** be supplemented by appropriate 'Information Sharing Arrangement(s)' wherever there is a requirement for the processing and/or sharing of personal information within and between a two or more signatory organisations for a common purpose or purposes; e.g. Children's Trust, Crime & Disorder Reduction Partnership, Common Assessment Process, etc.

The Information Sharing Arrangement (ISA) **will**: detail the organisations who are party to it and the group(s) of service users it impacts upon; define the specific purpose(s) for information sharing and the relevant legislative powers; clarify the types of data to be shared; identify any common policies and standards that will apply across the Community including the process for review.

Each Information Sharing Arrangement **may** in turn be supplemented by appropriate Operational Arrangement(s) (OA) or equivalent documentation that will specify the relevant business processes which support information processing/sharing between two or more organisations for a specified purpose; e.g. Information Sharing Index, Common Assessment Framework (CAF), ASBO Working Group, Single Assessment Process (SAP), Contact Point etc

2.6 Other Arrangements/Contracts

Wherever it is a requirement to disclose personal identifiable information between organisations as part of a formal funding/contractual arrangement then all parties must be made aware of this as part of the funding/contractual process and not subsequent to the grant/contract being completed.

It is recommended that the Information Sharing Toolkit and any associated Information Sharing Arrangements/Operational Arrangements etc are included as annexes to any such contracts.

3. Parties to the Information Sharing Toolkit & Indemnity

The parties to this Information Sharing Toolkit are those that have signed the Declaration of Acceptance and Participation (DAP) at the end of this document.

A list, along with the details of each organisation's 'Designated Person(s)' as shown on the 'DAP', will be held and regularly updated on the Greater Merseyside Connexions Partnership website www.connexionslive.com

It is important to ensure accountability in the case of a complaint relating to the improper use of personal information supplied as a consequence of an 'Information Sharing Arrangement' and any associated 'Operational Arrangements'

Therefore, each 'Information Sharing Arrangement' will include appropriate arrangements between the signatory organisations which will indemnify those organisations for any action taken against them as a result of unauthorised or inappropriate use of information by one of the other parties to the 'Arrangement' or any associated 'Operational Arrangements'.

Any purported breaches of, or other complaints about, this Toolkit as per 3.2 above will be dealt with in accordance with the processes described at Section 5 of the appropriate Information Sharing Arrangement.

Nothing in this Arrangement confers or purports to confer any third party any benefit or any right to enforce any term of this Arrangement.

4. Requirements

4.1 General

This section outlines the principal requirements that each signatory organisation must work towards. It has been designed to act as a primary checklist of actions and responsibilities which, if fully implemented and adhered to, should help to ensure that the organisation's treatment of their service user's information is compliant with current legislation and good practice.

4.2 Adoption & Approval

Formal adoption and approval of this Information Sharing Protocol and the other aspects of the Toolkit (including any associated Information Sharing Arrangements and/or Operational Arrangement(s)) are the responsibility of each organisation and/or department. A central repository of documentation will be established and held by the MAIGG, and a designated host organisation. (At this time Greater Merseyside Connexions Partnership)

Each signatory organisation agrees to support the adoption, dissemination, implementation, monitoring and review of this Information Sharing Protocol (ISP) and the other associated documents comprising the Information Sharing Toolkit as described at [Section 1.1](#) in accordance with their own internal, and any other jointly agreed and authorised, information governance standard and/or operational policies and procedures. To facilitate this each organisation must identify a 'Designated Person' (to be detailed on the 'DAP') who shall have this responsibility. (See [Section 4.4](#))

4.3 Information Governance

Each organisation shall have in place appropriate internal information governance and/or operational policies and procedures that will facilitate the effective processing of personal information which is relevant to the needs of the organisation, their managers/practitioners and their service users.

Where the Information Sharing Toolkit operates jointly across a number of organisations then a 'Multi-Agency Information Governance Group' shall be established within an agreed timeframe to undertake the responsibility of monitoring and reviewing its effectiveness across those agencies as well as facilitating and managing any alterations required of the Toolkit as a result of changes to law, guidance, ethics or practice.

Such changes would be subject to the arrangement of all parties. (See [Section 7](#))

Where organisations share pooled information then the information governance arrangements must be clearly stated within the appropriate Information Community Arrangement and/or the associated Operational Arrangements.

In the event of any dispute arising between one or more of the signatories in respect of the Toolkit and any of its associated documents/related processes then this must be addressed via the 'Multi-Agency Information Governance Group'. (See [Sections 3 & 7](#))

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4.4 Designated Person

Each organisation must nominate a 'Designated Person' (e.g. Caldicott Guardian, Data Protection Officer, Knowledge Officer, other relevant manager, etc. - to be detailed on the 'DAP' with responsibility for ensuring that their organisation complies with legal and other appropriate requirements, obligations and guidance in respect of information processing and sharing, including those outlined in this and other related documents and arrangements; (**Caldicott Principle 6** (See [Appendix 4](#))).

In addition it is recommended that the 'Designated Person' should also be responsible for:

- Internal information governance and/or operational procedures and processes ([See Section 4.3](#)).
- The dissemination and implementation of, and monitoring and evaluating adherence to, the Information Sharing Toolkit and related guidance within their organisation.
- Facilitating the training, advice and ongoing support to all relevant staff in respect of the Toolkit and associated guidance ([See Section 4.16](#)).
- Dealing with any concerns/complaints that have been raised by service users or practitioners and any other instances of non-compliance, internal or by partners, in accordance with agreed procedures ([See Sections 3 & 7](#)).
- Ensuring that the views and rights of service users are respected and acted upon including, but not restricted to: confidentiality, subject access requests, disclosure of personal identifiable information without consent, etc. ([See Section 4.10](#)).
- Deciding upon requests to disclose information, even where the service user has consented, to an organisation that is not a signatory to this, or other appropriate, arrangement.
- Liaising with the other signatory organisations and be a member of the relevant 'Multi-Agency Information Governance Group', if established. ([See Section 4.2 & 4.3](#)).
- Receiving requests for change to any aspect of the Toolkit, circulating them for a response, obtaining arrangement for the changes, working with the relevant 'Multi-Agency Information Governance Group' and then reissuing amended documents where necessary. ([See Section 4.2 & 4.3](#)).
- Ensuring that the list of signatories and other 'Designated Persons' as shown on the 'DAP' are kept up-to-date and appropriately circulated ([See Section 3](#)).

4.5 Staff Requirements

The conditions, obligations and requirements set out in the Information Sharing Protocol and associated Information Sharing Arrangement(s) and Operational Arrangement(s) will apply to all appropriate staff, agency workers, and volunteers working within those organisations.

All organisations are strongly advised to ensure that staff have entered into appropriate confidentiality arrangements that detail the possible consequences of unauthorised or inappropriate disclosure of service user information. This may be incorporated into staff contracts if deemed necessary. ([See Section 7.1 & 7.2](#))

Each organisation must ensure that all appropriate staff have the necessary level of CRB clearance in accordance with relevant legislation and Government guidance.

4.6 Circulation/Dissemination

This Information Sharing Protocol (ISP), and other associated documents that comprise the Information Sharing Toolkit, shall be freely available to any representative of any signatory organisation via the most appropriate communications channels.

This Information Sharing Protocol (ISP), and other completed documents that comprise the Information Sharing Toolkit, shall be readily available to all relevant staff via the most appropriate communication channels.

This Information Sharing Protocol (ISP), and other completed documents that comprise the Information Sharing Toolkit, shall be readily available to service users and, wherever possible, to the general public via the most appropriate communication channels.

The means by which the documents will be circulated and disseminated must be described in the relevant Information Sharing Arrangement.

4.7 Principal Values Applicable to Information Sharing

Each organisation agrees to comply with these values when sharing and processing service user information:

Day-to-day operations are conducted in such a manner that **personal identifiable information** is used in a manner that is fair and lawful **and** that places the service user at the centre of that process - **DPA 98 Schedule 1 – 1st & 6th Principles** (See Appendix 2).

That every proposal to share personal identifiable information between organisations must have a defined and justifiable purpose **and** the information subsequently obtained shall not be used in a manner that is incompatible with that or other agreed purposes - **DPA 98 Schedule 1 – 2nd Principle** (See Appendix 2) and **Caldicott Principle 1** (See Appendix 4). This will be supported by the development and implementation of an appropriate Information Community Arrangement(s) and associated Operational Arrangement(s).

That every request for disclosure, whether actioned or not, must be fully recorded and clearly referenced to the evidence and information on which the decision to share/not share was based.

That where the sharing of personal identifiable information cannot be justified then it may be permissible to share depersonalised aggregated data, i.e. for research/analytical purposes. However this must still be described and agreed in the appropriate ICA and/or Operational Arrangement - **Caldicott Principle 2** (See Appendix 4).

That any shared personal identifiable information must be the minimum information required for the stated purpose; i.e. adequate, relevant and not excessive; and be kept accurate and up to date - **DPA 98 Schedule 1 – 3rd & 4th Principles** (See Appendix 2) and **Caldicott Principle 3** (See Appendix 2)).

That shared personal identifiable information shall not be kept for longer than is necessary in accordance with the agreed purpose(s) **DPA 98 Schedule 1 – 5th Principle** (See Appendix 2).

That access to personal identifiable information will be restricted to a “need to know” basis **Caldicott Principle 4** (See Appendix 4)

That those accessing personal identifiable information will be made aware of their responsibilities in relation to its handling - **Caldicott Principle 5** (See Appendix 4)

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4.8 Deceased Persons:

Even though the Data Protection Act 1998 does not apply to those who are deceased there may still be issues about confidentiality, access to records (by relatives or other parties) and the retention of records. Therefore, careful consideration must be given to the disclosure of 'personal information' relating to a deceased person and, if necessary, appropriate managerial/specialist advice must be sought. These arrangements must be reflected within the relevant Information Community Arrangement and/or Operational Arrangement.

The Data Protection Act relates to living individuals. As a result, the Act does not oblige an organisation to supply anyone with such information. However, there may be a right to access a deceased person's data through the "Access to Health Records Act". [Department of Health website](#) for further information or It may be appropriate to request such information through the [Freedom of Information Act](#).

4.9 Compliance with the Data Protection Act 1998

(Notification, Rights of Individuals, Principles of Good Practice and Schedules 2 & 3 Conditions)

Each organisation must have an appropriate entry (Notification) in the 'Register of Data Controllers' managed by the Information Commissioners Office (ICO). This will be evidenced by your 'Registration Number' and 'Renewal Date' on the 'DAP'.

Each organisation must respect the seven rights given to individuals in respect of their own personal data [\(See Appendix 6\)](#)

In Addition:

Each organisation must adhere to the eight enforceable principles in respect of the processing of Personal Information. [\(See Appendix 2\)](#)

and

In order to process any personal information [\(See Section 1.3\)](#) each organisation must ensure that at least one condition from Schedule 2 is met. [\(See Appendix 3\)](#)

and

In order to process any sensitive personal information [\(See Section 1.3\)](#) each organisation must ensure that at least one condition from Schedule 2 is met **and** at least one condition from Schedule 3 is also met [\(See Appendix 3\)](#). In addition, a common law duty of confidentiality may apply in these circumstances and should be considered in conjunction with this requirement [\(See Section 5\)](#)

and

That all personal identifiable information must be held in a safe and secure environment, including the means by which it is transmitted or received between partner organisations; **and**, in so far as it is reasonably practicable, be free from: unauthorised or unlawful access or interception, accidental loss or destruction or damage - **DPA 98 Schedule 1 – 7th Principle** [\(See Appendix 2\)](#).

4.10 Service User Awareness & Rights

Each organisation has a duty to ensure that all service users are aware of the information that is being collected and recorded about them, the reasons for doing so (including any statistical/analytical purposes), with whom it may be shared and why. This can be achieved by the issuing of a **Fair Processing Notice or Privacy Notice**

Each organisation has a duty to ensure that all service users are aware of their rights in respect of information processing/sharing, including any limits and/or restrictions, in respect of the Data Protection Act 1998, the Human Rights Act 1998, *the Common Law Duty of Confidentiality* and, where appropriate, the Freedom of Information Act 2000 and how these may be exercised.

This will include providing appropriate support in order that service-users may best exercise those rights; e.g. providing service users with information in alternative formats or languages or assisting them with a **Subject Access Request**

All service users have a right to expect that information disclosed by them or by other parties about them to an organisation will be treated with the appropriate degree of respect and confidence. This is covered by a **Common Law Duty of Confidentiality**. (See Appendix 5).

However this right is not absolute and may be overridden in certain circumstances. (See Appendix 5).

In addition, all service users must be made aware under what circumstances their consent will be required, and the procedure by which it will be sought, in order to obtain and share their personal information. (See Section 6)

Each organisation must ensure that they have appropriate policies and procedures in place to facilitate the exercising of these, and other, right(s) and will apply these rights in a fair and consistent manner and in accordance with any specific legislative requirements, regulations or guidance

4.11 Quality & Accuracy of Personal (Service User) Data

Each organisation is responsible for the quality and accuracy of the personal data it obtains, records, holds, uses and shares.

Thus:

All practitioner interventions, and their outcomes, with service users must be properly recorded within the organisation's case management systems;

and

When recording information, in whatever format (e.g. electronic or hard copy), then each piece of information must contain:

the date created or recorded, the identity of the source of the information and whether it comprises fact, opinion, hearsay or a mixture of these together with the identity of the person(s) receiving and recording the information (in many instances this may be one and the same); except where this (information) is self-evident, e.g. a health professional making a note in the medical records.

It is likely that the majority of electronic case management systems will hold these various elements as part of an individual record

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If a practitioner discovers that information they hold is inaccurate then they must ensure that their case management system is updated accordingly and should advise all other interested parties that they know has received or holds that information.

Wherever desirable and practicable partner organisations are encouraged to adopt a standard format for data exchange in order to establish and maintain a consistent approach to the way that information is collected, stored and shared.

4.12 Use of Personal (Service User) Data for Evaluation & Research Purposes

Each organisation **may use** personal data for the purpose of evaluation and research, including the use of agents acting on your behalf, provided that it is contained within your notification to the Information Commissioner's Office and service users have been made aware of this purpose.

If the service users 'implied consent' is being relied upon for this purpose then each organisation must ensure that they comply with the 'fair & lawful processing' principle as defined by the Data Protection Act 1998.

Where a change of use has taken place regarding the further use of personal data then further consent must be sought from the service user.

4.13 Use of Personal (Service User) Data for Marketing/Commercial Purposes

Each organisation **may not** use personal data shared between organisations as a result of this Information Sharing Protocol (ISP) or any associated Information Community Arrangement and/or Operational Arrangement for the purpose of any marketing and/or commercial activities **unless** it is contained within your notification to the Information Commissioner's Office, service users have been made aware of this purpose and that appropriate consent has been obtained from each service user to use their information for this particular purpose.

If the service users 'implied consent' is being relied upon for this purpose then each organisation must ensure that they comply with the 'fair & lawful processing' principle as defined by the Data Protection Act 1998.

Where a change of use has taken place regarding the further use of personal data then further consent must be sought from the service user.

4.14 Data Retention

Each organisation or department must have a data retention policy that accords to the legitimate purposes of that organisation, details of which must be included in the appropriate Information Community Arrangement(s)/Operational Arrangement(s).

The policy document will make clear the organisations/departmental approach to the retention, storage and disposal of records, only keeping information for as long as is necessary in relation to the original purpose(s) for which it was collected

4.15 Data Access & Security

Each organisation must ensure that appropriate technical and organisational measures are in place that protect against unauthorised or unlawful processing of personal information and against accidental loss or destruction of, or damage to, personal information.

Thus:

Each organisation must have in place a level of security commensurate with the sensitivity and classification of the information to be stored and/or shared, including information transferred to/received from other organisations.

Each organisation must ensure that mechanisms are in place to address the issues of: physical security, security awareness and training, security management, systems development, role based security/practitioner access levels, data transfer and receiving and system specific security policies. Ideally the standard applied *should be* ISO17799.

Wherever 'Common Protective Markings' are used (e.g. Unrestricted, Confidential, Restricted, Secret, Top Secret) then each party organisation should agree the common meaning of these terms and the associated procedures in order to ensure that that the transmission/receipt and storage of information thus marked is appropriate to the level of security required.

Evidence must be in the form of a local Strategy/Information Security Policy and reference as to how these issues will be addressed must be made in the appropriate Information Community Arrangement(s)/Operational Arrangement(s).

4.16 Staff Awareness & Training

Each organisation has a responsibility to ensure that all relevant staff receive training, advice and ongoing support in order to be made aware, and understand the implications, of:

- This Information Sharing Protocol (ISP) and any other associated documents (e.g. Partnership Arrangement, the ISA, the 'Operational Arrangement', etc). This is to include any associated operational requirements arising from the implementation of these.
- The underpinning and organisation specific legislation and associated regulations/guidance in respect of information sharing and any express or implied powers arising therefrom
- Common Law duties (e.g. Confidentiality) ([See Section 5 & Appendix 5](#)).
- Appropriate Codes of Practice and other associated regulations/guidance (e.g. NHS Confidentiality Code of Practice).

5. Confidentiality

Confidential information is information of some sensitivity, which is not already in the public domain or readily available from another public source and which has been shared in a relationship where the service user giving it understood that it would not be shared with others without their express consent. This is covered by the *Common Law Duty of Confidentiality*. In some cases there may also be a statutory obligation to maintain confidentiality; e.g. in relation to the case files of looked after children.

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All staff will be sensitive to the need for inter-agency confidentiality when discussing service users with other organisations or departments. The relationship between organisations, practitioners and service user must be based on the assumption that their relationship is for the benefit of the service user.

All staff will need to be guided by their organisation's policies and procedures on information sharing, any relevant Information Community Arrangements/Operational Arrangements and, where applicable, to their professional codes of conduct and/or practice in this respect.

However, all staff will need to bear in mind that the duty of confidentiality is not absolute. Even where staff are not compelled by law to disclose information there may be circumstances where it is appropriate to do so, in the absence of service users consent, having weighed up the public interests at stake. The key test is that of proportionality; i.e. whether the proposed sharing is a proportionate response to the need to protect the public interest in question. ([See Section 6](#))

6. Consent

As stated throughout this document the service user should be at the centre of what happens to their information. Therefore, as part of this, organisations and their practitioners should proactively inform service users, **when they first engage with the service**, as to the circumstances by which their information may be gathered, recorded and shared. ([See Section 4.10](#))

As previously stated at [Sections 1.2 & 2.2](#) for **statutory sector bodies**, and those carrying out statutory functions on their behalf, this must be within a suitable legal context; i.e. a body must have the appropriate express or implied duties, functions or powers to gather, record and share personal (service user) information.

The approach to securing consent to share information must be transparent and respect the individual giving it. Consent should, if appropriate, be obtained at the first engagement.

It must be 'informed' (i.e. the service user knows what is happening and why) and either 'explicit' (preferably written) or 'implicit' (e.g. continuous medical support, a referral from one organisation to another).

Organisations and their staff need to be aware that there may be circumstances where it is not practicable or desirable to obtain consent to share information because to do so would, for example; place a person at serious risk of harm, prejudice the prevention or detection of a serious crime or there is a statutory duty or court order in place.

Where consent is sought but not given, information can still be disclosed where the individuals right to privacy is outweighed by an overriding public interest in disclosure or where the personal safety of any individual is at unacceptable risk.

This approach does not remove the service user's right to withhold or withdraw their consent but they must be made aware of the possible consequences of such a decision and that there are certain circumstances where even this may be overridden

As previously stated at [Section 2.3](#) private and voluntary sector bodies who are not undertaking statutory functions **must** have their service user's prior consent to share information unless this can be overridden.

The appropriate Information Sharing Arrangement(s) and Operational Arrangement(s) must clearly state the approach to be used by each of the parties in this respect.

7. **Monitor & Review**

7.1 **Non-Compliance (Internal)**

Instances of internal non-compliance with this Toolkit and associated documents and procedures will be logged and reported to the appropriate 'Designated Person' ([See Section 4.2](#)).

They should be dealt with promptly in accordance with the agreed information governance/operational policies and procedures. These should be described in the appropriate Information Sharing Arrangement in Section 5

Incidents that should be logged and reported include, but are not restricted to:

- Inappropriate refusal to disclose information
- Conditions being placed on disclosure
- Inappropriate, unauthorised or unlawful disclosure
- Disregard of the agreed policies and procedures
- Disregard of the views and rights of service users

7.2 **Non-Compliance (Partner Organisations)**

Instances of non-compliance with this Toolkit and associated documents and procedures by a partner organisation will be reported to that organisation's 'Designated Person' and, if established, the appropriate 'Multi-Agency Information Governance Group' (MAIGG) ([See Section 4.2](#)). They should be dealt with promptly in accordance with the agreed information governance/operational policies and procedures. These should be described in the appropriate Information Sharing Arrangement in Section 5

Examples of the incidents to be reported are as those detailed above.

In addition each organisation will also inform such regulatory bodies as need to know, or they are required to inform, of any breaches; this should be the responsibility of the 'Designated Person' or MAIGG. ([See Section 4.2](#)). These should be described in the appropriate Information Sharing Arrangement Section 5

7.3 **Service User/Practitioner Concerns**

Any concerns or complaints received from service users relating to the processing/sharing of their personal information should be dealt with promptly in accordance with the internal complaints procedure of that organisation and, where appropriate, the conditions outlined at [Sections 7.1 & 7.2](#) and in the appropriate Information Sharing Arrangement Section 5.

Any concerns/complaints received from practitioners relating to the operation of this Toolkit will be referred to their organisation's 'Designated Person' who will respond in accordance with the internal policies and procedures of that organisation and the conditions outlined at [Sections 7.1 & 7.2](#) and in the appropriate Information Sharing Arrangement Section 5.

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7.4 Formal Review

These arrangements notwithstanding the Toolkit and the associated procedures and systems for the sharing of data will be subject to on-going review and, at a minimum, a formal review by all parties on a biannual basis ([See Section 8](#)).

New DAP's will only be required should there be a major change to the protocol or if the main signatory or designated persons details should change.

8. Effective Date

This Information Sharing Protocol (ISP) is effective from an agreed common implementation of **1st January 2010**. This document will remain in effect until superseded or formally replaced.

The document will be reviewed on agreed timescales no longer than a biannual basis.

Should any major changes in legislation or Good Practice Guidelines occur all "Designated Persons" will be notified by email of the change and that a new DAP is required

Should the main signatory to the DAP no longer remain the principal person, (i.e. the organisation has a new Chief Executive Officer), a new DAP will be required to ensure that they are aware of the Information Protocol and agree to its use.

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Information Sharing Protocol

DECLARATION OF ACCEPTANCE & PARTICIPATION

I, the undersigned, on behalf of the organisation named below, agree to support the implementation of this Protocol and associated Information Sharing Arrangement in accordance with the conditions detailed in this document

I also understand that my organisation may share relevant data with other Partner Organisations who are signatories to this Protocol and with whom a separate Information Sharing Arrangement is in place.

I declare that we have given notification to the Office of the Information Commissioner and that the said notification is up-to-date and it reveals our current use and storage of data and compliance with the Data Protection Act 1998.

Organisations Registration Number: _____ Annual Renewal Date _____ / _____
Day Month

Main Signatory/Principal Person

Name: _____ Position: _____

Organisation: _____

Address: _____

Tel No: _____

Signature: _____ Date: _____

DESIGNATED LIAISON OFFICER

The person named below is the nominated contact for this organisation in respect of any enquiries relating to this Protocol. These details will be distributed to all other Partner Organisations who are signatories to this Protocol

Name: _____ Position: _____

Address: _____

Tel No: _____ Fax No: _____

e-mail: _____

or: _____

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Agenda Item 4 Information Sharing Protocol

DECLARATION OF ACCEPTANCE & PARTICIPATION

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I declare that we have given notification to the Office of the Information Commissioner and that the said notification is up-to-date and it reveals our current use and storage of data and compliance with the Data Protection Act 1998.

Main Signatory/Principal Person: **Cabinet Member Performance & Governance**

Name: **Cllr Ian Brodie-Browne**

Position: **Cabinet Member Performance & Governance**

Organisation: **Sefton Metropolitan Borough Council**

Address: **Southport Town Hall
Liberal Democrat Group Office
Lord Street
Southport
PR8 1DA**

Tel No: **0151 934 2252**

Signature: _____ Date:

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DESIGNATED LIAISON OFFICER

The person named below is the nominated contact for this organisation in respect of any enquiries relating to this Protocol. These details will be distributed to all other Partner Organisations who are signatories to this Protocol

Name: **Richard Roscoe** Position: **Data Protection & Security Officer**

Address: **Finance & Information Services
Magdalen House
Trinity Road
Bootle
L20 3NJ**

Tel No: **0151 934 4416**

e-mail: **Richard.roscoe@is.sefton.gov.uk**

or:

Name: **Alex Spencer** Position: **Corporate Performance Officer**

Address: **Chief Executives Department
Performance & Partnerships Team
Bootle Town Hall
Merseyside
L20 7AE**

Tel No: **0151 934 4604**

Fax No: **0151 934 4600**

e-mail: **alex.spencer@chief-executives.sefton.gov.uk**

Agenda Item 5

REPORT TO: CABINET MEMBER (Performance & Governance)

DATE: 4th August 2010

SUBJECT: Integration of Performance Improvement (Intelligence) and Communications Functions

WARDS AFFECTED: All

REPORT OF: Assistant Chief Executive
Samantha Tunney ext 2174

CONTACT OFFICER: Sue Holden, Performance and Partnerships
Dan Grice, Communications

**EXEMPT/
CONFIDENTIAL:** No

PURPOSE/SUMMARY:

To provide an update report for the Cabinet Member on the progress towards the achievement of the integration of the Performance Improvement (Intelligence) and Communications Functions of the Council to achieve a contribution towards the £1M savings target within the Medium Term Financial Plan 2011/2012. Paragraph 1.1 below identifies the other integration work which will contribute to this savings target.

REASON WHY DECISION REQUIRED:

The Cabinet Member has requested to be kept apprised of the implementation of the in-year savings targets identified for 2010/11 and towards the achievement of the savings target within the MTFP within the 2011/12 financial year, associated with work which falls within his portfolio of responsibility.

RECOMMENDATION (S):

The Cabinet Member is recommended to:

1. Note the progress made towards the Integration of Performance Improvement (Intelligence) and Communications Functions in the current financial year; and
2. Discuss the future development of Performance Management as outlined in paragraph 2.4 and discuss the development of a media strategy which will be a sub-set of the overall Communications Strategy for the Council as outlined in paragraph 2.5 of this report.

KEY DECISION: No

FORWARD PLAN: Not appropriate

IMPLEMENTATION DATE: Not appropriate

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ALTERNATIVE OPTIONS: N/A

IMPLICATIONS:

Budget/Policy Framework:

Financial: There are no direct financial implications arising from this report, as these have all been considered and taken account of in the Council's overall budget.

<u>CAPITAL EXPENDITURE</u>	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

Legal: None

Risk Assessment: None

Asset Management: None

CONSULTATION UNDERTAKEN/VIEWS:

STRATEGIC AND SERVICE DIRECTORS

CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	√		
2	Creating Safe Communities	√		
3	Jobs and Prosperity	√		
4	Improving Health and Well-Being	√		
5	Environmental Sustainability	√		
6	Creating Inclusive Communities	√		
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People	√		

Background Papers

1. Background

- 1.1 Members will be aware that as part of the budget setting process for the current financial year, the Council agreed to include a savings target within the Medium Term Financial Plan of £1M to be achieved from the integration of Personnel, Finance, Procurement, Learning and Development, Communications and Performance Improvement (Intelligence) activities across the Council in the 2011/12 financial year. In addition to this, a savings target of £100,000 was set to be achieved in the current financial year from the integration of Equalities and Diversity, and Consultation and Engagement activity which is currently under a Service Level Agreement with the CVS (Cabinet Member for Communities Portfolio), and a further £250,000 in year savings target from communications activity. In the latter two cases, these in year savings have been achieved, and work is underway, to achieve a contribution towards the £1M savings from the integration of the Communications and Performance Improvement functions under the Assistant Chief Executive post. These functions, once integrated will, subject to any refresh of Cabinet Member Portfolios, report to the Cabinet Member for Performance and Governance, with the exception of the functions relating to Equalities and Diversity, which are the responsibility of the Cabinet Member for Communities.
- 1.2 In terms of progressing the work to achieve the contribution to the £1M saving, it is important to note that the current national and as a result, local, context has changed. A change of government and in-year and future grant reductions and other financial measures introduced to cut the national debt will have an impact on the Council, and its partners. In addition, the new context brought about as a result of new policy directions around health, localism, the big society to name but a few will require a flexible and fluid approach to these integrated functions. With this in mind, work is underway to implement changes arising from these Strategic Budget Review Projects in the current financial year, to enable savings to be achieved, but importantly to ensure that the new functions are in place to support changes in central and local policy direction for the Council. This will enable the Council to be better placed to

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respond and meet these new policy directives over the coming months and years.

2. Update on Progress - Communications and Performance Improvement (Intelligence) Projects

- 2.1 Communications and Performance Improvement are two projects, which are being developed as part of the transformation programme under the auspices of the Strategic Budget Review. Given that the Projects impact on every service of the Council, the two Project Boards responsible for the delivery of the integration objectives have been headed up by the Assistant Chief Executive, and supported by Project Officers from within the Performance and Partnerships, Communications and Transformation Teams. Officers from around the Council, with current responsibilities for these functions have led workstreams under these projects which have reviewed the current functions and how they are delivered – people, budgets and some processes, and have made recommendations which are due to be reported to the Project Boards, which will influence how the new functions will be integrated, delivered and organisationally structured in the future.
- 2.2 The Project Boards are in the process of meeting to discuss the first stage reports from the workstreams, and an overall report summary is being prepared for discussion with Strategic and Service Directors to ensure that the new functions are capable of meeting the business requirements of the council now and in the future. The key findings of the two projects, together with some ideas of what is required and some quick wins are included in this report for discussion at the Cabinet Member meeting, as it is felt important to ensure that Members are engaged in the development of these functions.
- 2.3 The Cabinet Member and Opposition Spokespersons were given a brief update on 20th July on the process which has led to these outcomes, and the Cabinet Member has requested a discussion at the Cabinet Member meeting in relation to how to develop the function of performance management, given the national changes such as the abolition of the Comprehensive Area Assessment, a lighter touch inspection regime, a reduction in targets which should be reported as part of the Comprehensive Spending Review in the Autumn, and in the light of the new national policy drivers described above. Members will recall that the Council approved the implementation of a new Performance Management Framework for the Council, the Strategic Borough Partnership and partners within the Borough, and the new processes for performance management will need to be set within the context of this overall framework approved by the Council.
- 2.4 A briefing note will be circulated nearer to the meeting, to stimulate this discussion at the meeting, setting out some of the findings of the Performance Management Workstream of the Performance Improvement (Intelligence) Project.
- 2.5 In addition, the Cabinet Member requested the development of a media strategy, which will form part of the overall Communications Strategy which will be developed for consideration by Members, using the outcomes from the Communications Project. Again a briefing note will be circulated in advance of the meeting, to stimulate discussion at the meeting as to what Members would like to see this media strategy contain.

- 2.6 Set out in the following sections of this report are the draft key findings of the two projects, draft proposals for change and a list of potential quick wins, upon which consultation with Strategic and Service Directors has commenced. It is being proposed, subject to that consultation, that these actions will be put in place to implement the integration approved by the Council as part of the budget setting process, but given the change of national and local context, it is proposed that this will be implemented in the current financial year. Consultation with the Trades Unions and affected staff is programmed to commence.

3. Key Findings, Proposals and Quick Wins associated with the Projects

Communications Project Key Findings

1. A lack of resource for the central function with spend/staff being held in departments to the detriment of corporate working.
2. Duplication and inefficiency in terms of activities, job roles and financial spend
3. A disparate approach to communications (particularly with regard to design and print and brand awareness).
4. Lack of controls with regard to the Council's procurement of printed materials and branding.
5. An uncoordinated approach to messaging and placement
6. Poor data quality output in some areas of the business
7. Most communications activity (other than press, media handling and advertising) is carried out at a departmental or team level and is not co-ordinated and lacks corporate control
8. Lack of consistency in embedding branding and single-message within the core business and varied approaches methods and production.
9. Poor website which is difficult to use for both citizens and staff. This is mainly due to a lack of corporate resource for the web.
10. Lack of monitoring for success of campaigns etc. Lack of corporate control.

Communications Project Proposals

1. An integrated function that is linked to the needs of the business and supports directorates.
2. Operate a commissioner/client function across the council with regard to all communications activity.
3. A function that provides strategic analysis and understanding to support Councillors to make transparent and effective decisions, and to support the Strategic Leadership Team to strategically manage the business
4. The development of a clear set of guidelines, standards and controls to support effective and transparent communications through the channels outlined by the workstreams

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5. Development of a Communications Strategy to highlight the corporate opportunities from the workstreams and tie together working practices and strategic aims over the next two years.
6. Create a small web team to develop and manage both the council's internet and intranet sites. Map existing external sites related to the council and bring "in-house" where business case allows. (This would be done through rationalisation of staff)
7. Create an internal communications role, the lack of which has been identified as a major gap for current working. (This would be done through rationalisation of staff)
8. Further clarify staff in scope following the mapping exercise in order to develop and populate a new corporate structure.
9. Generate further savings towards the integration and rationalisation targets.
10. Investigate partnership working opportunities e.g. NHS Sefton.
11. Support, challenge and act as a critical friend to departments and services to support and a culture of openness, self awareness and performance improvement

Communications Project Quick Wins

1. Monitor and challenge introduced through the Communications Board with regard to print and design work. Only "must do" activity, as defined by the board will be undertaken.
2. Bring forward the workstream for completion this financial year thereby achieving the savings in year.
3. Ring fence communications budgets within departments for an initial period of three-months to allow for a "business case" culture to be introduced.
4. Agree a shared services approach with a partner or partners to drive out efficiencies
5. Review monitoring and "press cutting" arrangements for the authority.
6. Swift movement on creating the new function and structures to realise integration savings in-year.

Performance Improvement (Intelligence) Project Key Findings

1. Duplication and inefficiency in terms of activities, job roles and financial spend
2. A disparate approach to policy and strategy
3. A lack of controls with regard to the Council's management of policy, strategy and partnerships
4. Numerous data sets and systems being deployed, manipulated and utilised across departments and services that are not joined up

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5. The Council holds large historical stocks of data and inefficiency in handling data
6. Poor data quality in some areas of the business
7. The Council overall is data rich and intelligence poor with many different definitions and descriptions of the Sefton area being used across departments / services – there is no single view
8. External purchasing of engagement, consultation and research activity is carried out at a departmental or team level, is not co-ordinated, lacks corporate control and is not strategically used.
9. A lack of consistency in embedding equality and diversity within the core business and varied approaches to impact assessing
10. A culture of silo working (both departmental and operational) has led to the lack of open and transparent communications, the ‘protection’ of data (which may be associated with data quality issues) and missed opportunities to develop a collective understanding of the area and needs of the diverse communities of Sefton

Performance Improvement (Intelligence) Project Proposals

1. An integrated function that is linked to the needs of the business and supports directorates, (and in the new financial climate partners)
2. A function that provides strategic analysis and understanding to support Councillors to make transparent and effective decisions, and to support the Strategic Leadership Team to strategically manage the business
3. The development of a clear set of standards and controls to support effective and transparent decision making underpinned by clear lines of accountability and the delineation of decision making powers.
4. Supporting Members in taking democratic accountability to the people of Sefton through robust support and intelligence
5. Reduction in duplication - COUNT – collect once and used numerous times
6. Mainstreaming of the approach to equality and diversity into day to day work of the council and departments focused around impact assessing, combined with health and community impact of decisions
7. Development of an internal hub – a single point of contact for members, staff and partners
8. A corporate approach in the production of policy and strategy ensuring the ‘joining up’ of strategies and plans to reduce inefficiency and duplication whilst retaining the ‘policy action planners and implementers’ in departments
9. A smart ‘commissioner’ of engagement, research and survey activity to ensure value for money and the sourcing of views from the public to the ‘right’ questions
10. Support, challenge and a critical friend to departments and services to support a culture of openness, self awareness and performance improvement

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Performance Improvement (Intelligence) Project Quick Wins

1. Suspend all future commissioning of external consultancy bodies for engagement, consultation, research etc other than those that have to be undertaken as an absolute 'statutory' requirement and only as agreed by Strategic Leadership Team
2. Bring forward the workstream for completion this financial year thereby achieving the savings in year.
3. Stop all internal activity with regard to engagement consultation, research etc other than those that have to be undertaken as an absolute 'statutory' or strategic requirement for the Council and only as agreed by Strategic Leadership Team.
4. Agree a shared services approach with a partner or partners to drive out efficiencies
5. Assess current usage of external storage companies and put in place a single centralised contract for storage at a more cost effective rate
6. Task all departments to identify and securely destroy all data that is no longer needed (in offices, cellars, town halls, external storage) freeing up storage, office space and reducing costs of external storage
7. Complete the data rationalisation process in year and reduce burden of data collection and systems management
8. Maximise the information made available on the website therefore reducing the burden of dealing with freedom of information requests
9. Audit fees – Audit Commission fees for CAA (captured as savings)
10. PWC fees relating to data quality review (captured as savings)

Draft timeline for Next Steps

1. Complete internal consultation with Strategic and Service Directors on findings and proposals for the new functions, consult the Trades Unions and confirm final proposals with the Cabinet Member by end of August 2010.
2. Confirm remit of new functions, resources and complete staff consultation by end September 2010
3. Move to implementation of a new function from 1st October 2010
4. Complete integration 31st March 2010

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REPORT TO: CABINET MEMBER (Performance & Governance)

DATE: 4th August 2010

SUBJECT: Joint Local Area Agreement, Corporate Plan and National Indicator Monitoring Report - Quarter 4 2009/10

WARDS AFFECTED: All

REPORT OF: Assistant Chief Executive

CONTACT OFFICER: Samantha Tunney: 0151 934 4039
Sue Varga: 0151 934 4602
Ian Willman: 0151 934 2015

**EXEMPT/
CONFIDENTIAL:** No

PURPOSE/SUMMARY:

To inform the Members of the progress made towards the achievement of Sefton's Local Area Agreement (LAA), Corporate Plan Objectives and National Indicators (NI's) as at 31st March 2010.

REASON WHY DECISION REQUIRED:

To facilitate the ongoing analysis and management of the Council's performance as part of the Performance Management Framework, the Cabinet and Cabinet Member for Performance and Governance receive quarterly monitoring reports.

RECOMMENDATION (S):

The Cabinet Member Performance and Governance is recommended to:

1. Note the level of performance of the LAA, Corporate Plan and National Indicators as at 31st March 2010, and
2. Recommend the appropriate level of detail to be presented to the Cabinet.

KEY DECISION: No

FORWARD PLAN: Not appropriate

IMPLEMENTATION DATE: Following expiry of the call in of the minutes of this meeting.

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ALTERNATIVE OPTIONS: N/A

IMPLICATIONS:

Budget/Policy Framework:

Financial: Financial: There are no direct financial implications arising from this report, as these have all been considered and taken account of in the Council's overall budget.

<u>CAPITAL EXPENDITURE</u>	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

Legal: None

Risk Assessment: None

Asset Management: None

CONSULTATION UNDERTAKEN/VIEWS:

All departments where consulted in the preparation of this report.

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CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	√		
2	Creating Safe Communities	√		
3	Jobs and Prosperity	√		
4	Improving Health and Well-Being	√		
5	Environmental Sustainability	√		
6	Creating Inclusive Communities	√		
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People	√		

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT

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1. Purpose of Report

- 1.1 This monitoring report sets out performance against the Local Area Agreement, Corporate Plan and the Council's National Indicators for the fourth quarter of 2009/10, 31st December 2009 – 31st March 2010.
- 1.2 Regular performance monitoring is essential to ensure that the Council is delivering services effectively. This is the final quarterly monitoring report of 2009/10 focusing on the LAA, Corporate Plan and NIs.
- 1.3 This report identifies the key issues from the full monitoring report and summarises for Members the progress being made towards the achievement of our objectives and targets. Cabinet Members have received a full copy of the monitoring under separate cover.

2. Background

- 2.1 The following information is collected for the **full** monitoring report;
 - ❖ Progress up to 31st March 2010
 - ❖ Issues affecting current/future progress and any corrective action
 - ❖ Related performance indicators actual 2008/09, actual quarter 4 2009/10 target and projection for 2009/10.
 - 2.2 The Corporate Plan 2009/10 includes 29 strategic objectives, which contribute to the achievement of our priorities. These strategic objectives are delivered using the Council's corporate performance management framework. The Plan also contains a series of key actions to monitor the success in delivering improved outcomes for residents.
 - 2.3 This report relates to the following Strategic Objectives as reported against in the Comprehensive Area Assessment (CAA):
 - Safer and Stronger
 - Children and Young People
 - Adult Health and Well-Being
 - Local Economy
 - Environmental Sustainability
 - 2.4 National Indicators (NIs) are indicators collected in accordance with definitions issued by the Department for Communities and Local Government.
 - 2.5 Quarterly Department Plan Monitoring reports have also been produced by departments separately, and all have been published on the Intranet.
 - 2.6 Quarterly Department Plan Monitoring reports outline the performance of Key Performance Indicators and the key messages emerging from Departments in the fourth quarter of 2009/10.
- ## 3. Monitoring of the Local Area Agreement (LAA)
- 3.1 Nationally Local Strategic Partnerships (LSP's) have responsibility for driving the delivery of their Sustainable Community Strategy; for this to work effectively, there has to be robust Performance Management.

- 3.2 Performance Management has to enable a greater understanding of Sefton and the diversity of need in the borough. It should allow for decisions to be made that support improvement in performance and enable the long-term vision for Sefton, in part articulated by the Local Area Agreement, to be achieved.
- 3.3 An annual report regarding Sefton's Local Area Agreement performance is developed in June each year after agreement by the Cabinet Member Performance and Governance and the Sefton Borough Partnership Operations Board. An exception report is produced six monthly with Thematic Partnership Managers providing a scheduled update on their performance too. Scheduling this information for each June allows the maximum amount of full year's data to be used. Annex 1 gives full details of the latest quarter performance for the LAA.

4. LAA - Safer & Stronger Communities

- 4.1 The SSCP reports against nine LAA Indicators including NI 195, which has four components, therefore, each component of NI 195 is assessed as representing .25 in this summary assessment.
- 4.2 **4.25 LAA Indicators** are exceeding current or projected 2009/10 performance targets:

NI 17b - Perceptions of Anti Social Behaviour
NI 20 - Assault with injury crime rate
NI 30 - Re-offending rate of prolific and priority offenders
NI 32 - Repeat incidents of domestic violence
NI 195a - Improved street and environmental cleanliness - litter

- 4.3 **2 LAA indicators** are regarded as having satisfactory performance with qualification: -

NI 7 - Environment for a thriving third sector
NI 4 - Percentage of people who think they can influence decisions in their locality

- 4.4 **2.75 LAA Indicators** have current and or projected 2009/10 under performance:

NI 21 - Dealing with local concerns about anti-social behaviour and crime by the local authority and police
NI 47 - People killed or seriously injured in road traffic accidents
NI 195b - Improved street and environmental cleanliness – detritus
NI 195c - Improved street and environmental cleanliness – graffiti
NI 195d - Improved street and environmental cleanliness – fly posting

Risks relating specifically to those indicators with current and or projected under performance for 2009/10 have been logged within the Corporate Risk Register. In broad terms, risks associated with performance for these indicators relate to resources such as personnel, funding and investment. All indicators where risk has been identified have been highlighted and appropriate action has been taken please see annex 1 for more detailed narrative.

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5. Children and Young People

- 5.1 CYP reports against 22 LAA indicators; of these there are 12 statutory education indicators.

Two LAA Indicators have not achieved the 2009 / 10 performance targets:

NI 53 - Prevalence of breastfeeding 6-8 weeks from birth

NI 112 - Under 18 conception rate (Local Target)

Four LAA indicators have not achieved the 2009 / 10 performance targets but are progressing satisfactorily:

NI 62 - Stability of Placements of LAC, number of moves

NI 91 - Participation of 17year olds in education or training

NI 110 – Young People’s participation in positive activities

NI 111 - First time entrants into the Youth Justice System

Four LAA Indicators have achieved or are expected to achieve the 2009 / 10 performance targets:

NI 51 - Effectiveness of CAMHS

NI 56 - Obesity among primary school age children in year 6

NI 80 - Achievement of a Level 3 qualification by the age of 19

NI 115 - Substance misuse by Young People

Twelve LAA statutory education indicators are expected to achieve or perform well against the 2009 / 10 performance targets.

NI 72 - Achievement of at least 78 points across EYFS with at least 6 in each of the scales in PSED & CLL

NI 73 - Achievement at level 4 or above in English & Maths at Key Stage

NI 75 - Achievement of 5 or more A* - C grades at GCSE or Equivalent including English & maths

NI 87 - Secondary School Persistent absence rate

NI 92 - Narrowing the gap between the lowest achieving 20%in the EYFS and the rest

NI 93 - Progression by 2 Levels in English between KS1 & KS2

NI 94 - Progression by 2 Levels in Maths between KS1 & KS2

NI 99 - LAC reaching level 4 in English at KS2

NI 100 - LAC reaching level 4 in maths at KS2

NI 101 - LAC achieving 5 A*-C GCSEs (or equivalent) at KS4 (Including English & maths)

NI 102a - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2

NI 102b - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4

All indicators where risk has been identified have been highlighted and appropriate action has been taken.

Sefton schools generally perform well and are amongst the best in the country. The results for the education indicators will not be confirmed until August 2010.

6. Healthier Communities & Older People

6.1 Healthier Communities & Older People reports against eight LAA Indicators.

One LAA Indicators has not achieved the 2009 / 10 performance targets:

NI 134 The number of emergency bed days

Four LAA Indicators have achieved or are expected to achieve the 2009 / 10 performance targets:

NI 123 16+ current smoking rate prevalence

NI 124 People with a long-term condition supported to be independent and in control of their condition

NI 136 People supported to live independently through social services (all ages)

NI 141 Number of vulnerable people achieving independent living

Three LAA indicators the figures are not yet available for 09/10

NI 039 Alcohol-harm related hospital admission rates

NI 120A All-age all cause mortality rate (Males)

NI 120B All age cause mortality rate (Female)

All indicators where risk has been identified have been highlighted and appropriate action has been taken please see annex 1 for more detailed narrative.

7. Economic Development and Sustainability

7.1 Economic Development & Sustainability reports against nine LAA Indicators.

One LAA Indicators have not achieved the 2009 / 10 performance targets:

NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods

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Three LAA Indicators have achieved or are expected to achieve the 2009 / 10 performance targets:

- NI 116 Proportion of children in poverty
- NI 188 Adapting to climate change
- NI 193 Municipal waste landfilled

Four LAA indicators the figures are available late August for 09/10

- NI 154 Net additional homes provided
- NI 163 Working age population qualified to at least Level 2 or higher
- NI 164 Working age population qualified to at least Level 3 or higher
- NI 167 Congestion – average journey time per mile during the morning peak

One LAA Indicator the figures are available December for 09/10

- NI 171 New business registration rate per 10,000 working age population

All indicators where risk has been identified have been highlighted and appropriate action has been taken please see annex 1 for more detailed narrative.

8. Monitoring of the Corporate Plan

- 8.1 The following sections give a **summary of progress as at Quarter 4** for each of Sefton's eight corporate objectives. There has been progress in each of the 57 actions. The matrix below highlights some of the key achievements and identifies issues that may affect either current or future performance.
- 8.2 The highlight reports provide a brief update on the work carried out during the last quarter (31st December 2009 to 31st March 2010), what progress has been made in the period, any current issues affecting the progress of the action and an overall rating of either 'Green', 'Amber' or 'Red'.
- 8.3 If the action is not going as planned, then an exception report is produced instead. This is similar to the action plans used for performance indicators that are below target. They provide a brief analysis of the problem(s), and options for bringing the action back on track.

9. Executive Summary of Report

- 9.1 Performance is assessed based on the delivery of Key actions in the Local Area Agreement, Corporate Plan and performance against National Indicators for which the Council is responsible. Annex 2 is an executive summary of performance at quarter 4 2009/10.

Table 1 - Summary of key project performance for the (Dec-Mar 4th Qtr 09/10)

	RAG	No. of actions	%
Completed	Green	34	60%
On Target	Green	16	28%
On Hold (Action 26)	Amber	1	1%
Overdue or Delayed (Actions 12, 15, 22, 34, 65 and 75)	Red	6	11%
		57	100%

- 9.2 The Corporate Plan 2009/10 identified 29 corporate strategic objectives. The overall performance of the key actions is excellent with 50 (88%) being either completed or rated 'Green' and progressing ahead of or according to plan by the end of March 2010. Full details of the progress and issues identified can be found at Annex 3.
- 9.3 Thirty-one of the key actions have been completed, while a further sixteen projects are also rated as 'Green', meaning that they are on track. One project is rated 'Amber', which is an early warning that there may be a problem. Nine actions are rated 'Red', which indicates more serious problems such as falling behind schedule or exceeding budget. Explanations and recommended actions to address the issues, which have delayed actions are detailed later in the report.

10. Completed Key Actions and Actions Identified as 'Green'

- 10.1 In total 34 (60%) have been completed as at the 31st March 2010, an improvement of 44% on the position at the end of the third quarter.
- 10.2 A further 16 actions (28%) are recorded as 'green' on target and costs within or under budget.

11. Actions Identified as 'Amber'

- 11.1 An 'amber' rating indicates that project performance is forecast to overrun on time or cost. It is an early warning that there may be a problem.

Action reference	Position
COR-HMR-AP-026	On Hold Masterplans are in place for 4 of the 5 HMRI neighbourhoods. The outstanding neighbourhood is Seaforth-Waterloo. A Masterplan for this area can only be developed once the Council's Planning Core Strategy is approved; which will be post 2011

12. Actions Identified as 'Red'

- 12.1 An 'red' rating indicates that performance is forecast to overrun on time or cost. It is an early warning that there may be a problem. The following projects are rated red:

Action reference	Position
COR-PLA-AP-012	Overdue
COR-PLA-AP-015	Delayed The Green Belt study has now been commissioned and is due to be complete by September. This will feed into the next stage of Core Strategy preparation which is the publication of a Preferred Strategy in October
COR-TSD-AP-022	Delayed While work on the compilation of school travel plans is going well (17 plans for year), it has not been possible to progress work place travel plans. This is due to an internal re-organisation which has resulted in loss of staff resources for this element. Proposals to restore staff resource are being pursued for 2010/11. Following the results of public consultation one major scheme




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Action reference	Position
	within the Southport Cycle Town Action Plan has had to be revised, which has impacted on delivery of the rest of the programme. Revised programme, including alternative schemes, has now been developed.
COR-PER-AP-034	<p>Overdue Progress on restructuring the Unit is currently still at the development stage. However this will follow that of HR which is presently considered a priority.</p> <p>This may therefore have implications for how and when the strategy continues.</p> <p>Changes to the departmental structures have had implications for some of the deliverables and this is unlikely to change until the overall structure is stable</p>
COR-PER-AP-065	<p>Overdue The impact of the review of Personnel, the SBR and the effects of this on the HR function and on the Equalities Partnership have delayed progress</p>
COR-PER-AP-075	<p>Delayed It is difficult to prepare a pay and workforce strategy given the potential changes arising from the strategic budget review and the outcome of the pay and grading review is not yet known. These factors will have an impact on the shape of the Council and the skills its workforce will require in future.</p>

13. Progress of National Performance Indicators as at 31st March 2010

13.1 This section of the report includes the monitoring of NI's. Part 2 of the Performance Monitoring Report (Annex 1) gives further details of progress made on all national indicators. The report has made comparisons between 2009/10 actuals/estimates and 2009/10 targets and projections. The full performance report has been published on the Intranet.

13.2 Annex 4 has details of the national indicators the tables show the latest published information as published on the Oneplace Website.

<u>Total National Indicators</u>	212	
Number of New NIs	6	3%
Quarter 4 Actuals/Estimates	138	65%
2009/10 Target	139	66%
Indicators achieved 2009/10 Target	76	36%
Indicators will not achieve 2009/10 Target	44	21%
<u>Direction of Travel</u>		
Indicators showing an improvement		68 32%
Indicators showing they stay the same		16 8%
Indicators showing they will get worse		53 25%

- 13.3 Performance for all national performance indicators
- 138 NIs (65%) have provided quarter 4 2009/10 data.
 - Have set 2009/10 targets for 139 NIs (66%), and 76 (36%) indicators have achieved targets and 44 (21%) have not achieved targets.
 - 68 NIs (32%) will improve, 53 NIs (25%) will not improve and 16 NIs (8%) will stay the same.

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- It is difficult to set targets for the six new indicators as there is no previous, or baseline data to set targets upon.

Dept.	Total	Achieved 2009/10 Target		↑	↓	→
		Yes	No			
Chief Executives	5	1				
Finance & Information Services	2			1		
Children Schools and Families	80	42	26	35	23	11
Youth Offending Team	9	4	5	3	5	1
Adult Social Care	13	9		9		
Primary Care Trust	21	1		2	1	
Community Safety	29	6	2	5	7	2
Leisure Services	3		2		2	
Environmental & Technical Services	7	5		4	1	
Neighbourhoods and Investment Programmes	6	1	2	1	1	1
Operational Services	8	5	3	4	3	1
Planning & Economic Development	29	2	4	4	10	
Total	212	76	44	68	53	16
		36%	21%	32%	25%	8%

13.4 Annex 3 gives full details of 2009/10 projections against the NI targets for all indicators. The table in Annex 4 summarises the overall position in respect of the collection of NIs.

13.5 Some targets have been set nationally, as an example NI 156 Sefton had a very low number initially compared with other councils, that national target of 5 is unrealistic.

14. Indicators rated Red

14.1 There are 26 indicators rated as red the rating has been given based on performance against regional and national averages, Quartile position and direction of travel.

NI Ref:	Position
NI 004	Place Survey - This is a place survey indicator undertaken in October/November 2008 and the survey is bi-annual which has been postponed until further notice
NI 006	
NI 007	Place Survey Quarter 2 - 1099 registrants at the Volunteer Centre contributing approximately £910,000 to the economy.
NI 018	No data available
NI 035d	Annual Indicator – more information will be requested

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NI Ref:	Position
NI 039	For males, actual 08 data showed that this indicator was on target within confidence levels. However provisional 09 data shows that the rate has reached a plateau. Measures are in place for indicators (and related lifestyle factors) that contribute to all age all cause mortality including: cardiovascular disease, lung cancer, respiratory disease and chronic liver disease.
NI 041	Place Survey - This is a place survey indicator undertaken in October/November 2008 and the survey is bi-annual which has been postponed until further notice
NI 042	
NI 059	Weekly assessment performance surgeries have been introduced to monitor and improve timescales. There has been a significant improvement in performance in relation to NI59 from 65.1% 2008/9 (SN 71% & Eng 72%) to 73% November 2009. Whole service monthly performance meetings have now commenced to address quality of data and report performance outcomes directly to Senior Managers. Practitioner's assessment workshops are currently being delivered to share and embed good practice issues. A decision maker (ATM post) has been agreed to further develop our front door response to improve timescales, quality and volume of contacts/ referrals. Recruitment process ongoing. A further development to pilot the placement of a SW within the FCIU to undertake monitoring and development in relation to DV referrals will be monitored over the next three months.
NI 065	<p>This represents 33 children. This consists of 7 families.</p> <p>The risk is that this indicator is difficult to predict. This can, on one hand indicate that children have been removed from a CP plan too early, or that further support has not been as readily provided or accepted by families. It may also indicate where it is less predictable with changing families and transferring across borders of local authorities. Ongoing monitoring.</p>
NI 085a	Projection used for year end until actual figures are available
NI 085b	
NI 085c	
NI 105	<p>The SEN/Non SEN Gap at KS4 for the % of pupils achieving 5A*-C is 7.5ppts wider than the NA. This is set within a context where the performance of all pupils is 3.5ppts better than NA and the performance of pupils with SEN being 3.1ppts below NA. Secondary schools in Sefton identify a fewer % of pupils with SEN. The attainment of pupils with SEN at KS4 is an area for development. When overlaying the attainment data with the % of pupils with SEN making 3LP across KS3-4 it becomes clear that Mathematics is the greatest area of challenge with % progress being 5.7ppts below NA for pupils with SEN and roughly in line with NA for English.</p> <p>Projection used for year end until actual figures are available</p>
NI 122	Primary Care Trust Data not yet available for 2009/10
NI 122a	
NI 122b	
NI 124	Ambulatory Care Sensitive Conditions are to continue to be monitored in order to ascertain the range of impact of interventions that have been delivered by Community Health Services to

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NI Ref:	Position
	support patients and prevent them from going into acute services. By taking this longer-term view we will avoid the impact of the peaks and troughs caused by situations such as the recent extreme weather experienced; and will be able to better judge the impact of ongoing situations such as swine flu.
NI 150	Performance has deteriorated from 0.90 to 0.40, performance will be monitored by the Primary Care Trust
NI 152	Quarter 3 data has been used, quarter 4 data will be released in May 2010. The worklessness rate for Sefton has continued to increase since the start of the recession.
NI 153	Quarter 3 data has now been released, however quarter 4 will not be available until May 2010. The rate of increase which has reflected the impact of the current recession has shown signs of slowing a little over the last quarter see annex 1 for more detail
NI 166	The annual data for 2009/10 was released in December 2009. Salary rates showed a slight fall from the previous year. When new data is released the previous years data is revised, therefore the figure for 2008/09 has been amended from 425.9 to 424.3.
NI 195a	This indicator has increased by 1% from 2008/09 to 2009/10. This indicator is sensitive to the changing littering habits of the public and this level of variation is to be expected.
NI 195b	This indicator has increased by 3% from 2008/09 to 2009/10. The road channel sweeping service has been reviewed and, following the procurement of new vehicles and a change in the sweeping programme, performance is expected to improve in 2010/11.
NI 195c	This indicator has increased by 1% from 2008/09 to 2009/10. Graffiti under this indicator is counted regardless of where the graffiti is and/or who owns the land or surface to which it has been applied. We will continue to work closely with partners and will be changing the deployment of our resources to improve our performance in this area.
NI 198	Targets and outturn results are overall pan-Merseyside figures, reported as part of the joint Local Transport Plan (LTP), directly to DfT. Outturn is an annual, school year indicator, which will be published and downloaded by DfT (DfT contacted Jan '10 to request info in relation to most up to date figs)

15. Conclusions

- 15.1 The performance in this fourth quarter report shows that the Council continues to perform well. The progress made in delivering key projects is excellent and the performance against indicator targets demonstrates that we continue to deliver against our priorities.
- 15.2 The action plans and other steps to be taken where performance is lower than anticipated should help to drive improvement in performance indicators and project delivery.

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16. Recommendations

The Cabinet Member Performance and Governance is recommended to:

1. Note the level of performance of the LAA, Corporate Plan and National Indicators as at 31st March 2010, and
2. Recommend the appropriate level of detail to be presented to the Cabinet.



SEFTON BOROUGH PARTNERSHIP

**“Creating the right environment
for the people of Sefton”**



LOCAL AREA AGREEMENT

ANNUAL REVIEW

2009-2010

Safer and Stronger Communities Indicators

NI 004	% Of people who feel they can influence decisions in their locality
NI 007	Environment for a thriving third sector
NI 017b	Perceptions of anti-social behaviour (Tracker Survey figs)
NI 020	Assault with injury crime rate (Ratio)
NI 021b	Dealing with local concerns about anti-social behaviour and crime by the local council and police (Tracker Survey Figs)
NI 030	Re-offending rate of prolific and priority offenders (Local Data Recording)
NI 032	Repeat incidents of domestic violence
NI 047	People killed or seriously injured in road traffic accidents
NI 195A	Improved street and environmental cleanliness (levels of litter)
NI 195B	Improved street and environmental cleanliness (levels of detritus)
NI 195C	Improved street and environmental cleanliness (levels of graffiti)
NI 195D	Improved street and environmental cleanliness (levels of fly posting)

Children and Young People Indicators

NI 051	Effectiveness of child and adolescent mental health (CAMHs) services
NI 053a	Prevalence of breastfeeding at 6 – 8 weeks from birth
NI 056	Obesity in primary school age children in Year 6
NI 062	Stability of placements of looked after children: number of moves
NI 072	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy
NI 073	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold)
NI 075	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold)
NI 080	Achievement of a Level 3 qualification by the age of 19
NI 087	Secondary school persistent absence rate
NI 091	Participation of 17 year-olds in education or training
NI 092	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest
NI 093	Progression by 2 levels in English between Key Stage 1 and Key Stage 2
NI 094	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2
NI 099	Children in care reaching level 4 in English at Key Stage 2
NI 100	Children in care reaching level 4 in Maths at Key Stage 2
NI 101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)
NI 102A	Achievement gap between pupils eligible for free school meals and their peers in achieving the level expected at Key Stages 2 and 4 (KEY STAGE 2)
NI 102B	Achievement gap between pupils eligible for free school meals and their peers in achieving the level expected at Key Stages 2 and 4 (KEY STAGE 4)
NI 110	Young People participation in positive activities
NI 111	First time entrants into Youth Justice System 10 - 17
NI 112	Under 18 conception rate the rate per 1,000
NI 115	Substance Misuse by young people

Healthier Communities and Older People Indicators

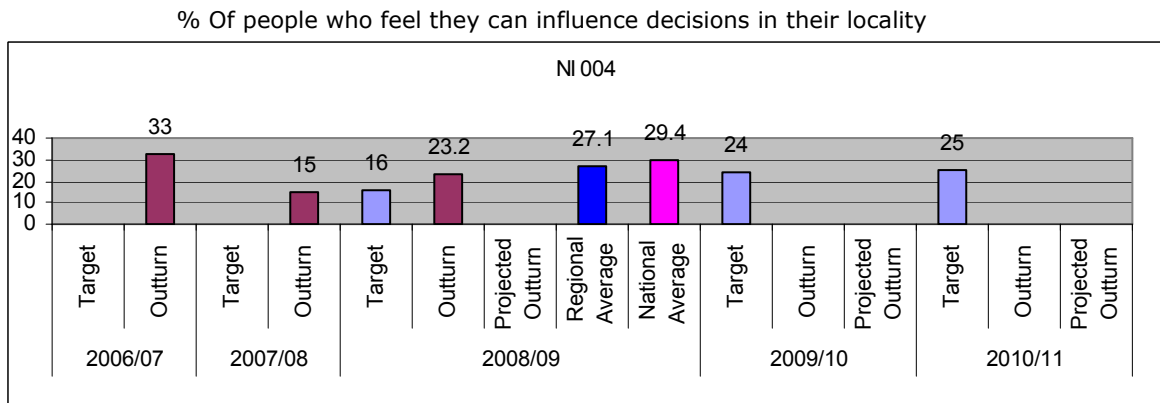
NI 039	Alcohol-harm related hospital admission rates
NI 120A	All-age all cause mortality rate (Males)
NI 120B	All age cause mortality rate (Female)
NI 123	16+ current smoking rate prevalence

- NI 124 People with a long-term condition supported to be independent and in control of their condition
- NI 134 The number of emergency bed days
- NI 136 People supported to live independently through social services (all ages)
- NI 141 Number of vulnerable people achieving independent living

Economic Development and Sustainability Indicators

- NI 116 Proportion of children in poverty
- NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 154 Net additional homes provided
- NI 163 Working age population qualified to at least Level 2 or higher
- NI 164 Working age population qualified to at least Level 3 or higher
- NI 167 Congestion – average journey time per mile during the morning peak
- NI 171 New business registration rate per 10,000 working age population
- NI 188 Adapting to climate change
- NI 193 Municipal waste land filled

Safer & Stronger Communities Partnership



Place Survey results show that compared to other Merseyside authorities Sefton has under performed, falling 2.3% short of Wirral, which was 4th of the 5 Merseyside authorities and is also part of Sefton's Most Similar Group. Sefton also falls considerably short when compared to both the North West and England, performing 4.2 percentage points below the North West and 5.7 below England.

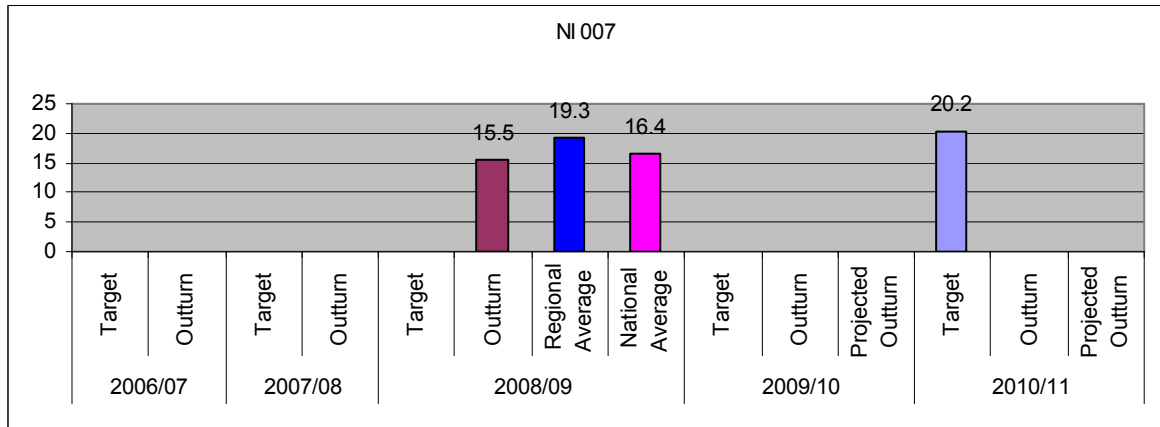
Despite this poor performance through the Place Survey, the Sefton Safer Tracker survey shows marked improvements during the course of the year thanks to the sustained work to feedback results of interventions and actions undertaken to the public.

The Tracker survey shows an improvement of 9.6% throughout the year, starting at 22.8% agreeing / Strongly agreeing in April 09 climbing to 32.4% in March 2010. The baseline for the indicator in the SSCP Tracker / Insight Survey (May 2006) was 20.5%.

The SSCP Tracker / Insight survey undertakes 840 face-to-face interviews with different residents in Sefton each month in a robust and verifiable survey that assesses perceptions of key safer and stronger indicators in each of the seven Area Committee structures in Sefton. This has been developed extensively so that each segment of Sefton now has an insight profile those features in the construction of the Strategic Intelligence Assessment.

To avoid any conflict of interest an independent market research company, Mott McDonald, carries out the survey on behalf of the Local Authority.

Environment for a thriving third sector

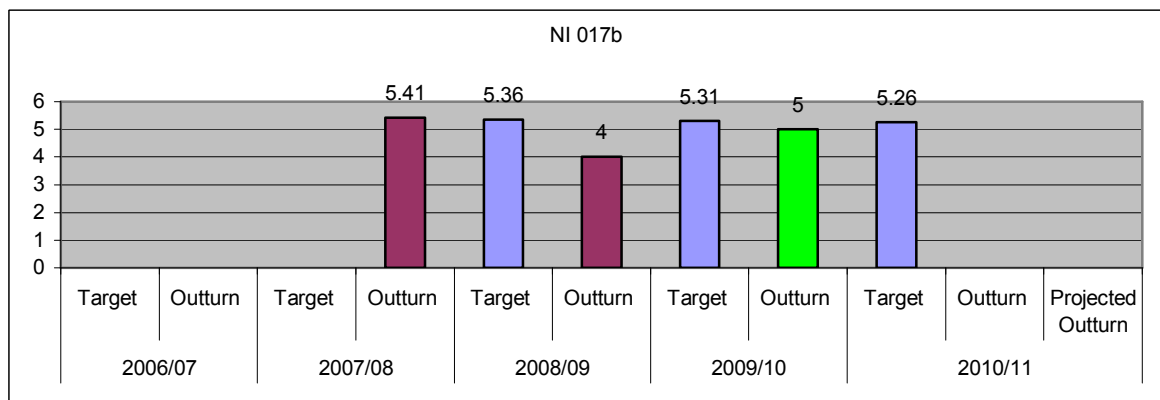


The sample size for this indicator was 277 which equates to a 51% response rate and data relates to those organisations who answered Very Positive / Positive when asked: - How do the local statutory bodies in your local area influence your organisations success.

Survey results show that Sefton's baseline positive responses was 15.5% which, despite being only 0.9% below the national average for England, is 3.8% below the percentile score for the North West.

However it is believed that the direction of travel for this indicator within Sefton is positive and achieving the target of raising the baseline figure by 4.7% to 20.2% is achievable.

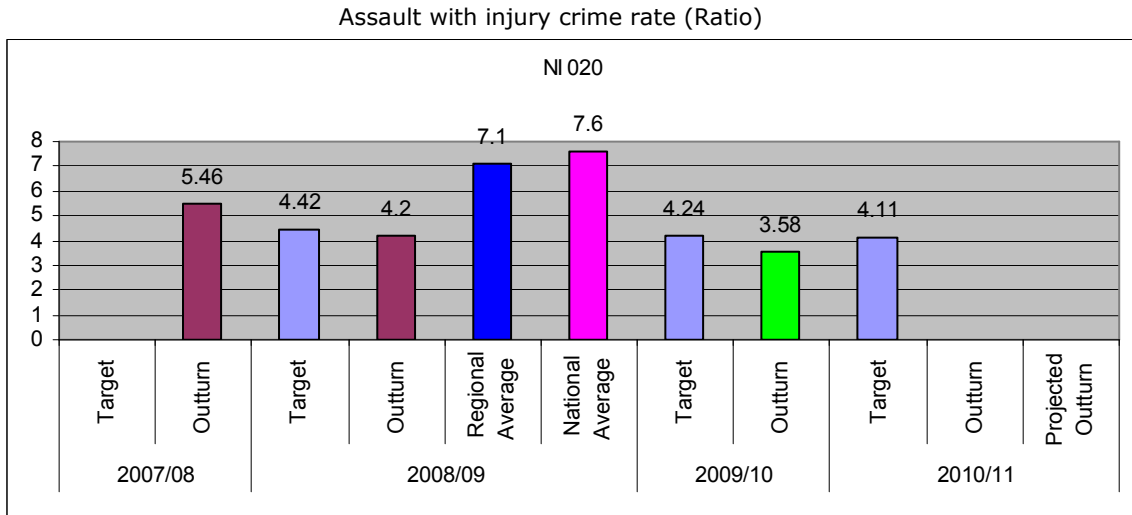
Perceptions of anti-social behaviour (Tracker Survey figs)



This indicator is an amalgamation of 7 individual ASB indicators (more details of which are found in the indicator rationale) and is based on the percentage of respondents who believe ASB to be a very big/fairly big problem. Place Survey results show that Sefton has out performed all other Merseyside authorities with the exception of Wirral by a considerable amount and the average of those authorities in its Most Similar Group by 0.6%.

In comparison to The North West Sefton performed slightly better, however Sefton slightly under performed compared to the national level.

Despite good performance against other Merseyside authorities the SSCP tracker survey shows the percentage of people surveyed that feel ASB is a very big/fairly big problem has remained static. However from a baseline figure in January 2007 of 28% perceptions have improved by 10 percentage points. In addition to this Mott MacDonald have carried out quarterly analysis specifically relating to perceptions of ASB and result of this survey show the percentage of respondents that currently feel ASB is a very big/fairly big problem is 3.5% having started from a 2007 baseline of 5.41%.



The Iquanta performance report shows that Sefton has out performed all other areas within its Most Similar Group (MSG), and has a Serious Violent crime rate that is almost half of the average for the MSG.

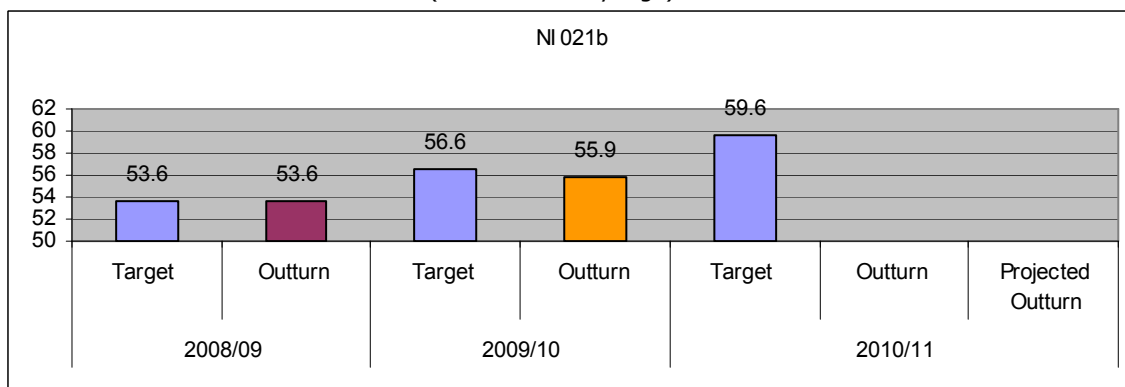
Comparison across other Merseyside policing areas shows Liverpool North, Liverpool South, and Knowsley had higher crime rates.

Sefton has performed consistently well against this indicated having been ranked 1st in its most similar group in both 2008/9 and 2009/10. However despite already excellent performance in 2008/9 Sefton has managed to reduce the rate of offending by 0.565 offences per 1,000 population in 2009/10. Merseyside Police Spotlight data shows that Sefton's performance against target for 2009/10 was also excellent achieving an end of year total 9% below target. Spotlight also shows a downward trend continued throughout the year.

Offences included in this indicator are: -

- Actual bodily harm and other injury
- Racially or religiously aggravated actual bodily harm and other injury

Dealing with local concerns about anti-social behaviour and crime by the local council and police
(Tracker Survey Figs)

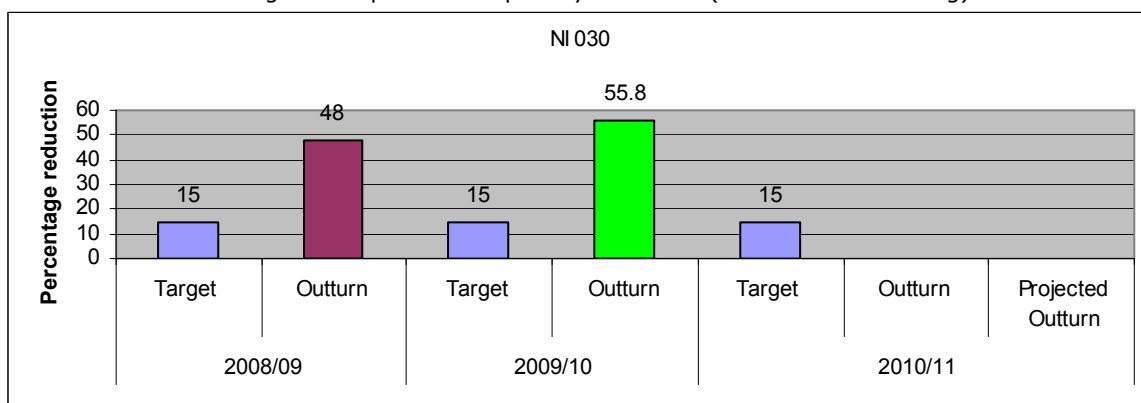


Place Survey results show that Sefton has out performed all other Merseyside authorities as well as the average for all authorities in its Most Similar Group (MSG).

Sefton also compared favourably with both the regional and national averages outperforming them by 3.7% and 3.1% respectively.

In addition to this exceptional performance the independent survey carried out by Mott MacDonald show the levels of satisfaction at the end of 2009/10 at 55.1% an increase of 3.7 percentage points on the beginning of the year.

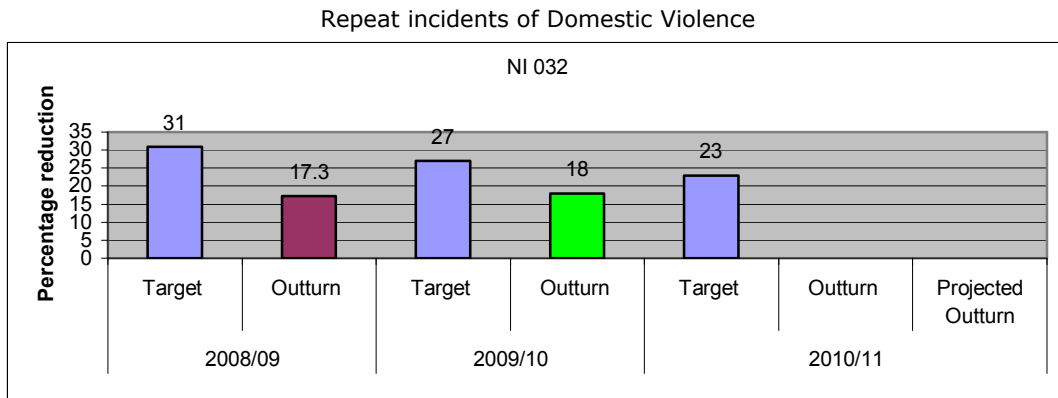
Re-offending rate of prolific and priority offenders (Local Data Recording)



Sefton has significantly outperformed its target of a 15% reduction, culminating in an overall reduction for the year 40.8 percentage points above target

The reduction of 55.8% for 2009/10 also compares favourable against the reduction of 48% in the previous year (2008/9).

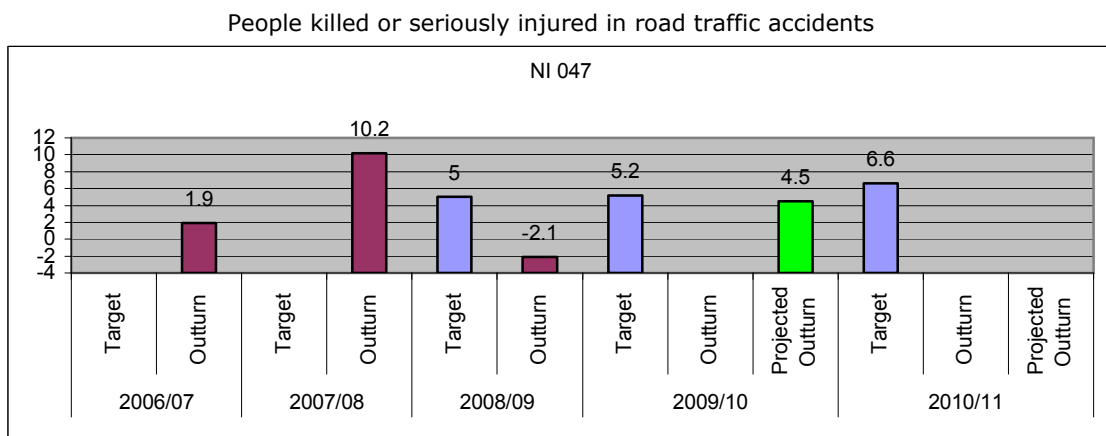
The Local Statistics are compiled on a quarterly basis. At the end of the year the 4 quarters are combined to give an annual figure. The local analysis differs from the GONW stats in that GONW analysis a static cohort that is fixed on the 1 January for the forthcoming 12 months. The local stats are based on the ACTUAL offenders who are engaged by the Partnership during that quarter by the end of last year 18% of the cohort being managed by the SSCP had left Sefton or were otherwise denominated. The local stats are a more accurate representation of the case management of prolific offenders.



A baseline repeat figure of 31% was set for 2008/9 and due to the exceptional performance in Sefton this was reduced to a proxy target of 27% for 2009/10. Sefton outperformed this target by 9 percentage points.

Data is drawn from reported domestic violence incidents and MARAC data comparing the total number of cases divided by the total number of repeats.

Agreement with Government Office is to monitor performance for a further year whilst ensuring our recording and data collection of this indicator is sound. Therefore we have been set a challenging target of 23% way below the national average of 29% against a national baseline of 31%.



Despite almost being on target in 2007, the previous two years have adversely affected the trend line, and it seems unlikely that Sefton will meet the 2010 target. The most recent annual percentage outturn results are as follows:

- Jan 2004 – Dec 2006 = +1.9%
- Jan 2005 – Dec 2007 = +10.2%
- Jan 2006 – Dec 2008 = -2.1%

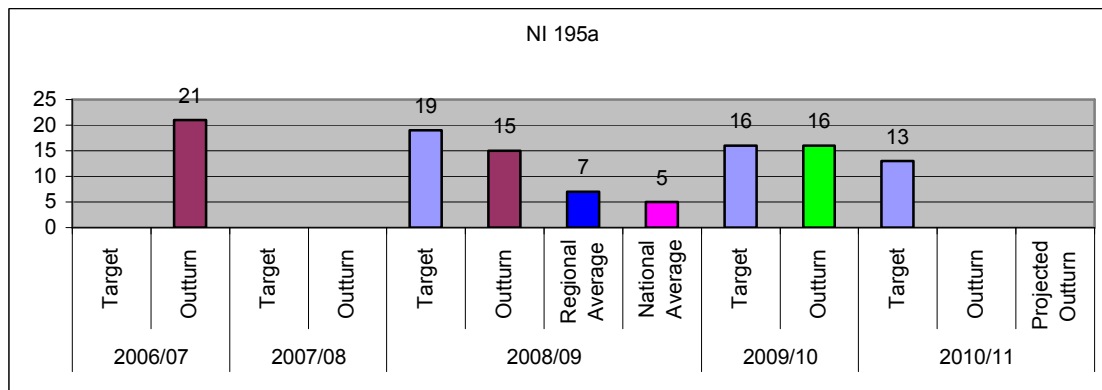
The decrease from 2005/07 to 2006/08 reflects the increase in actual casualties in 2006 and 2008. (Note-the % change for 2007/09 will be calculated once the outturn for 2009 has been verified and confirmed; the final figure is likely to be reported by DfT by Sept 2010).

The figures include all KSI's in the area on public roads including motorways that are not under the authority's direct responsibility. Data relating to recorded injury collisions are collated from Merseyside Police, and is e-mailed to each of the Merseyside Districts on a monthly basis. There is usually a 3 month delay in available data.

Statistical returns are collected, verified and provided (to Dept of Transport) by Police Authority, on behalf of the local authority area. The DfT will publish figures once all verification exercises complete, usually in Sept of the following year. Detailed analysis of the data is used to formulate programmes to address individual casualty classes, such as pedestrians, cyclists, car occupants etc. Trend analysis of the various categories is used to target our scarce resources (financial and staff) towards those road users, which are adversely affecting the casualty figures.

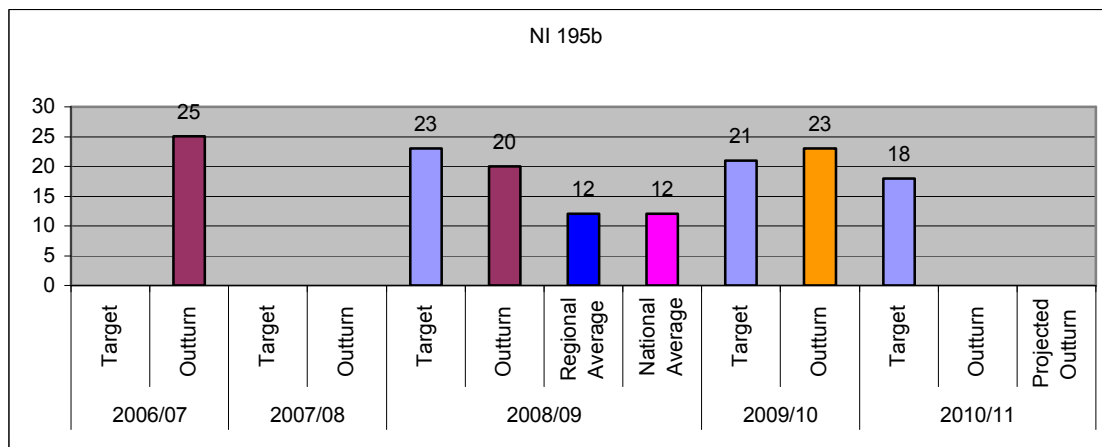
This indicator returns a percentage change figure for the last reported 3-year rolling average compared to the previous year 3-year rolling average (eg 2007/8/9 compared to 2006/7/8). Good performance is typified by a positive percentage change.

Improved street and environmental cleanliness (levels of litter)



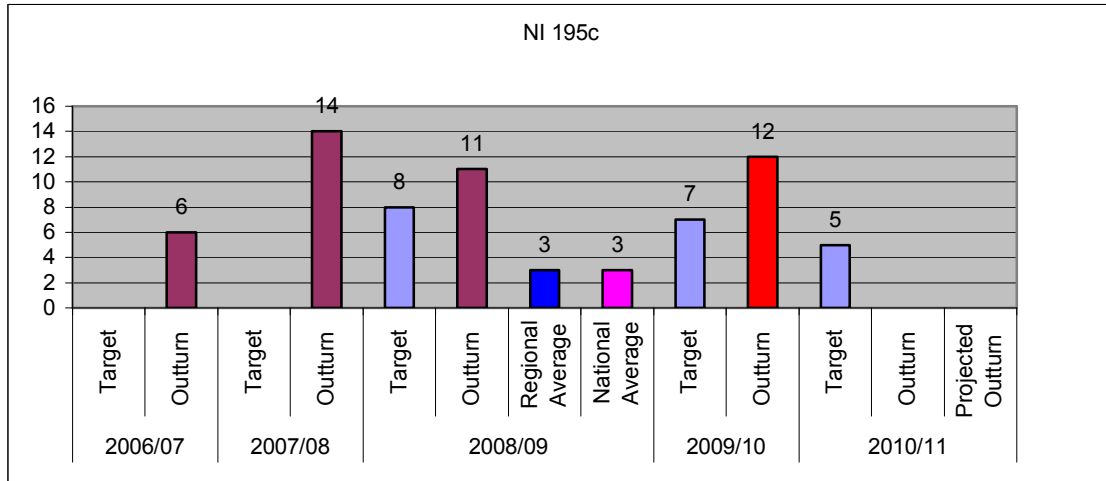
This indicator has increased by 1% from 2008/09 to 2009/10. This indicator is sensitive to the changing littering habits of the public and this level of variation is to be expected.

Improved street and environmental cleanliness (levels of detritus)



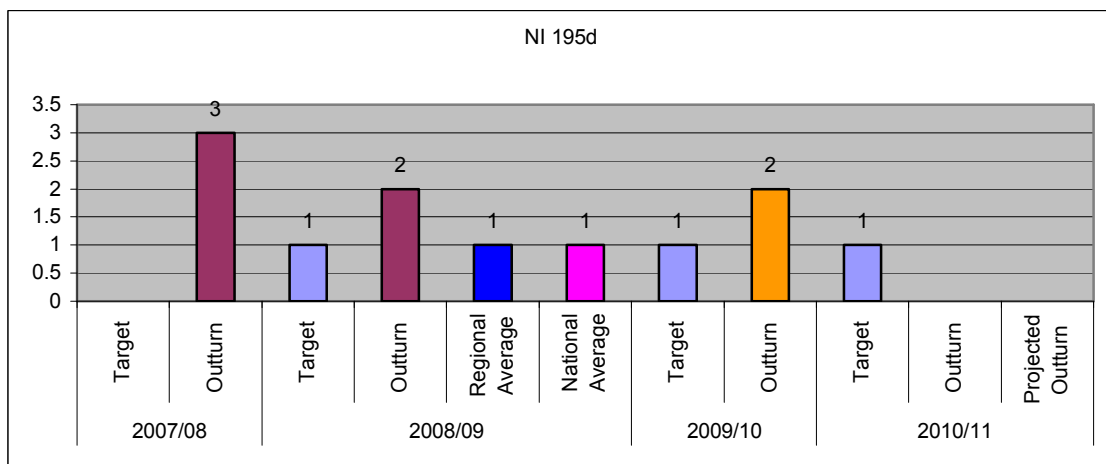
This indicator has increased by 3% from 2008/09 to 2009/10. The road channel sweeping service has been reviewed and, following the procurement of new vehicles and a change in the sweeping programme, performance is expected to improve in 2010/11.

Improved street and environmental cleanliness (levels of graffiti)



This indicator has increased by 1% from 2008/09 to 2009/10. Graffiti under this indicator is counted regardless of where the graffiti is and/or who owns the land or surface to which it has been applied. We will continue to work closely with partners and will be changing the deployment of our resources to improve our performance in this area.

Improved street and environmental cleanliness (levels of fly posting)



Children & Young People

CYP reports against 22 LAA indicators; of these there are 12 statutory education indicators.

Two LAA Indicators have not achieved the 2009 / 10 performance targets:

NI 53 - Prevalence of breastfeeding 6-8 weeks from birth
NI 112 - Under 18 conception rate (Local Target)

Four LAA indicators have not achieved the 2009 / 10 performance targets but are progressing satisfactorily:

NI 62 - Stability of Placements of LAC, number of moves
NI 91 - Participation of 17year olds in education or training
NI 110 – Young People's participation in positive activities
NI 111 - First time entrants into the Youth Justice System

Four LAA Indicators have achieved or are expected to achieve the 2009 / 10 performance targets:

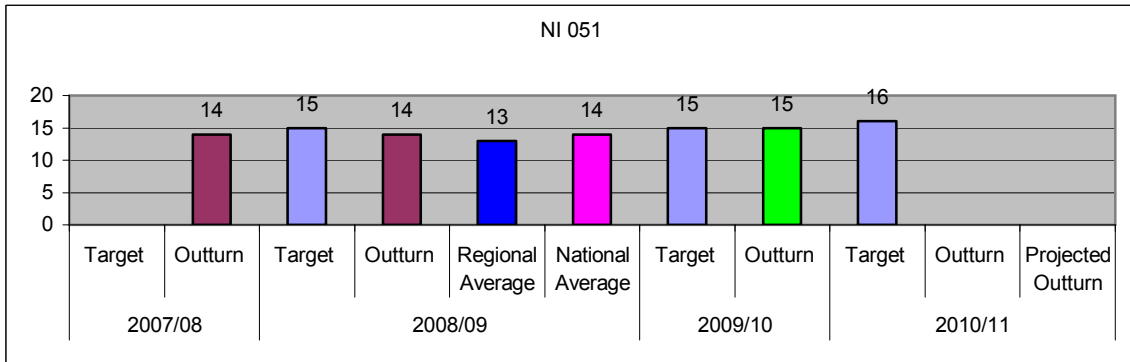
NI 51 - Effectiveness of CAMHS
NI 56 - Obesity among primary school age children in year 6
NI 80 - Achievement of a Level 3 qualification by the age of 19
NI 115 - Substance misuse by Young People

Twelve LAA statutory education indicators are expected to achieve or perform well against the 2009 / 10 performance targets.

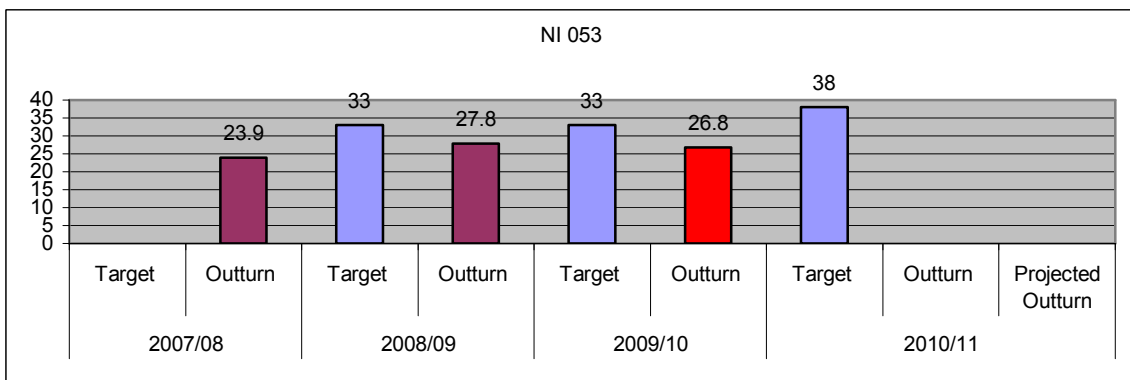
NI 72 - Achievement of at least 78 points across EYFS with at least 6 in each of the scales in PSED & CLL
NI 73 - Achievement at level 4 or above in English & Maths at Key Stage
NI 75 - Achievement of 5 or more A* - C grades at GCSE or Equivalent including English & maths
NI 87 - Secondary School Persistent absence rate
NI 92 - Narrowing the gap between the lowest achieving 20%in the EYFS and the rest
NI 93 - Progression by 2 Levels in English between KS1 & KS2
NI 94 - Progression by 2 Levels in Maths between KS1 & KS2
NI 99 - LAC reaching level 4 in English at KS2
NI 100 - LAC reaching level 4 in maths at KS2
NI 101 - LAC achieving 5 A*-C GCSEs (or equivalent) at KS4 (Including English & maths)
NI 102a - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS2
NI 102b - Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at KS4

All indicators where risk has been identified have been highlighted and appropriate action has been taken. Sefton schools generally perform well and are amongst the best in the country. The results for the education indicators will not be confirmed until August 2010.

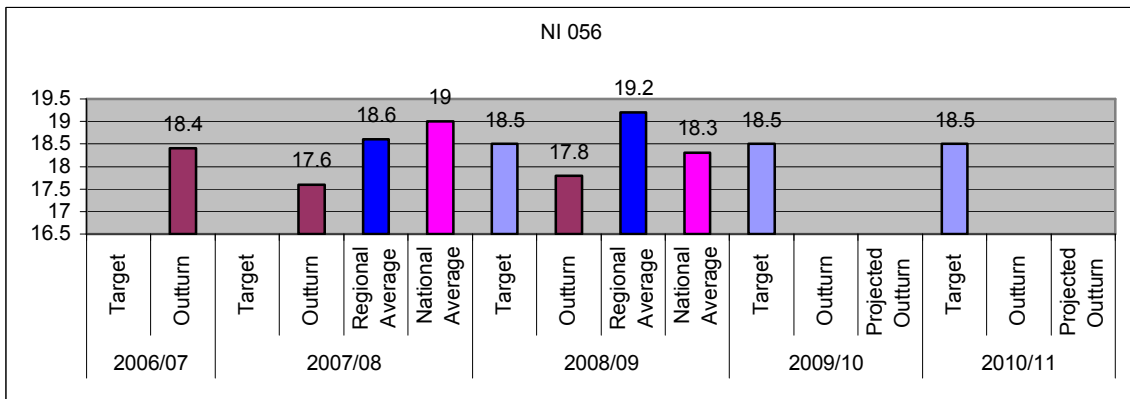
Effectiveness of child and adolescent mental health (CAMHs) services



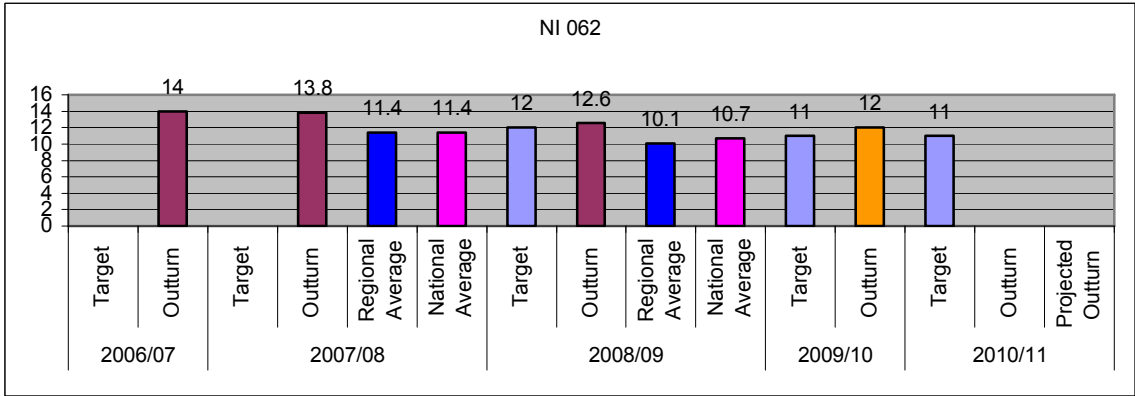
Prevalence of breastfeeding at 6 – 8 weeks from birth



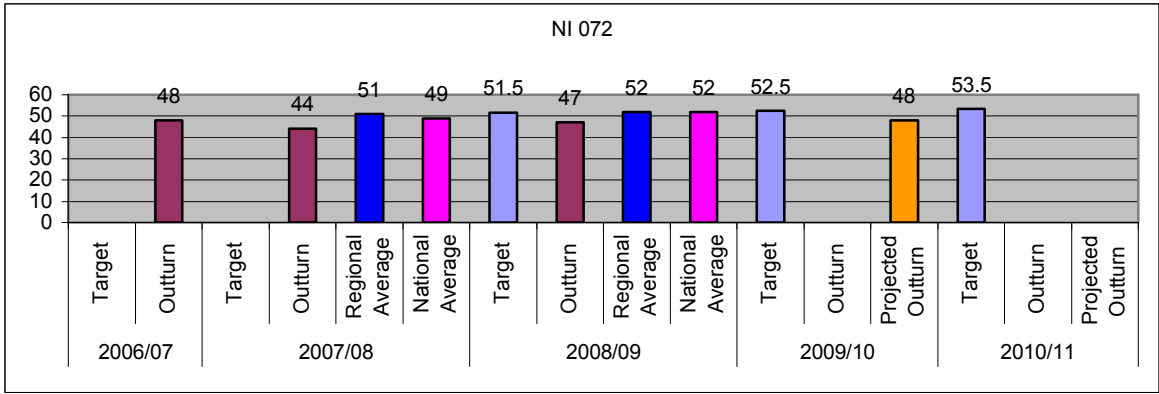
Obesity in primary school age children in Year 6



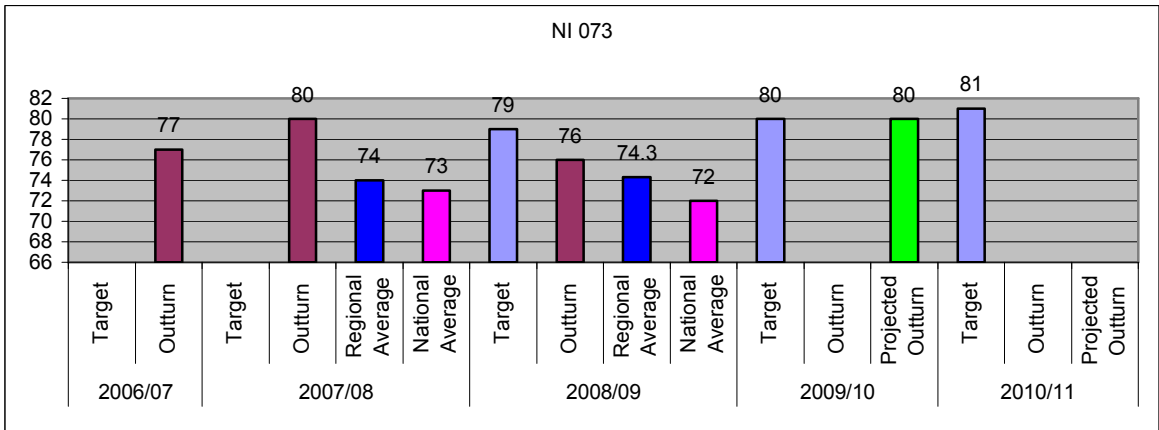
Stability of placements of looked after children: number of moves



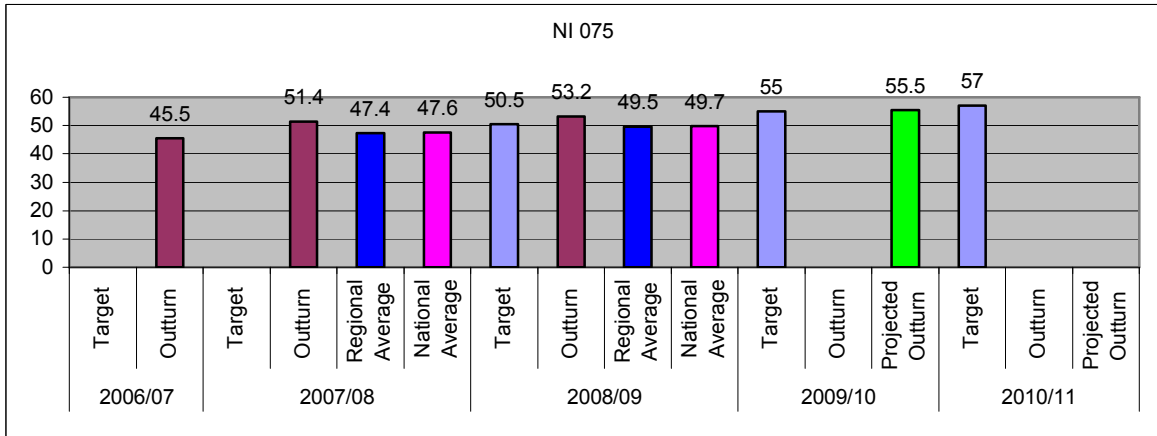
Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy



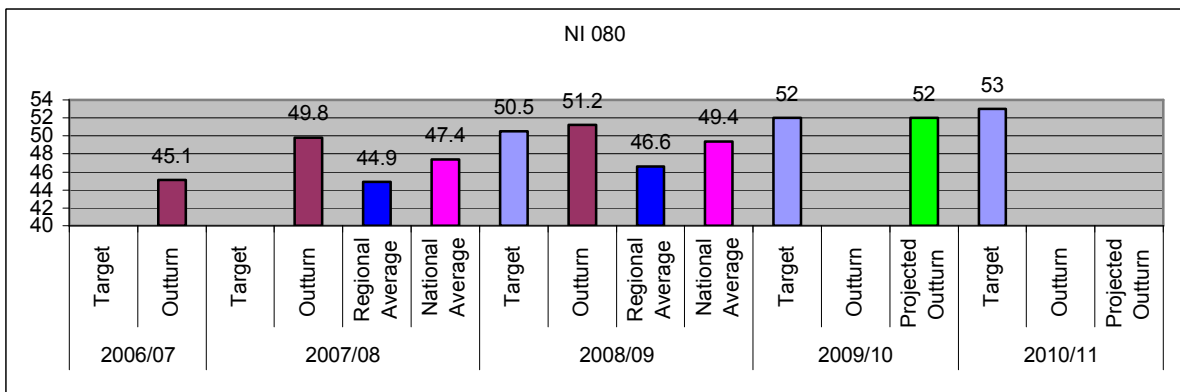
Achievement at level 4 or above in both English and Maths at Key Stage 2



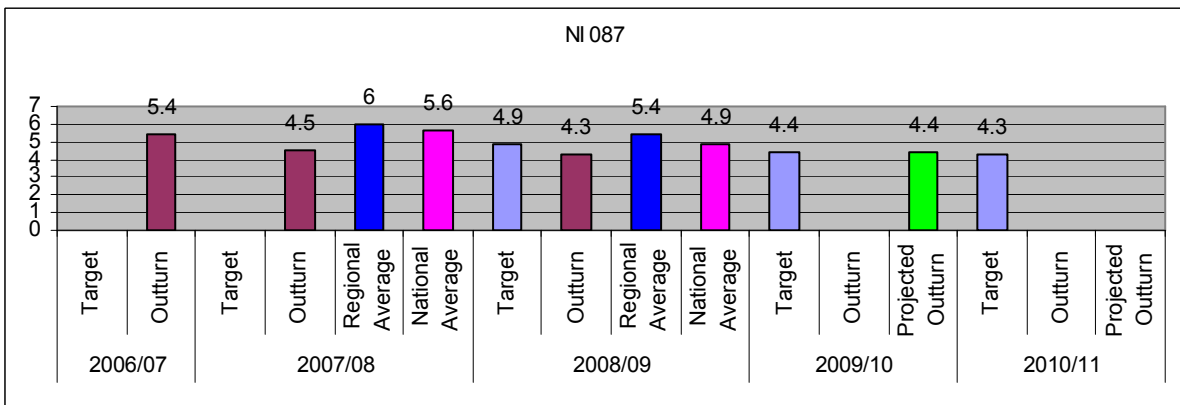
Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths



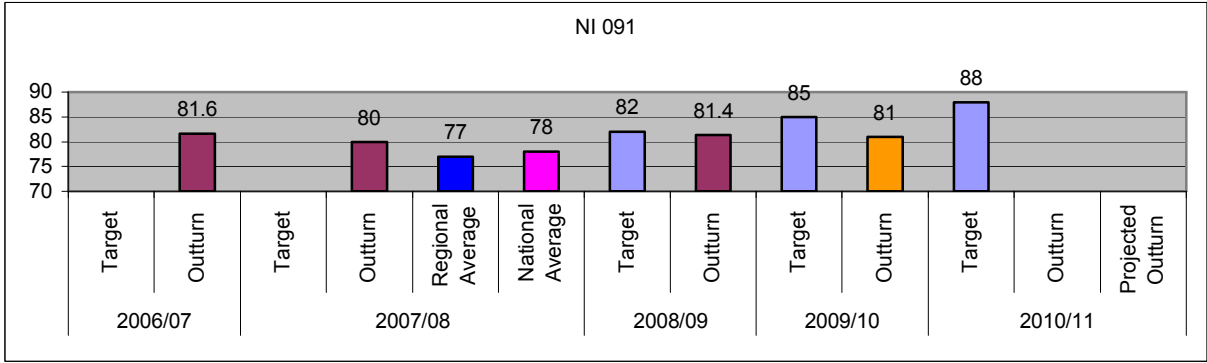
Achievement of a Level 3 qualification by the age of 19



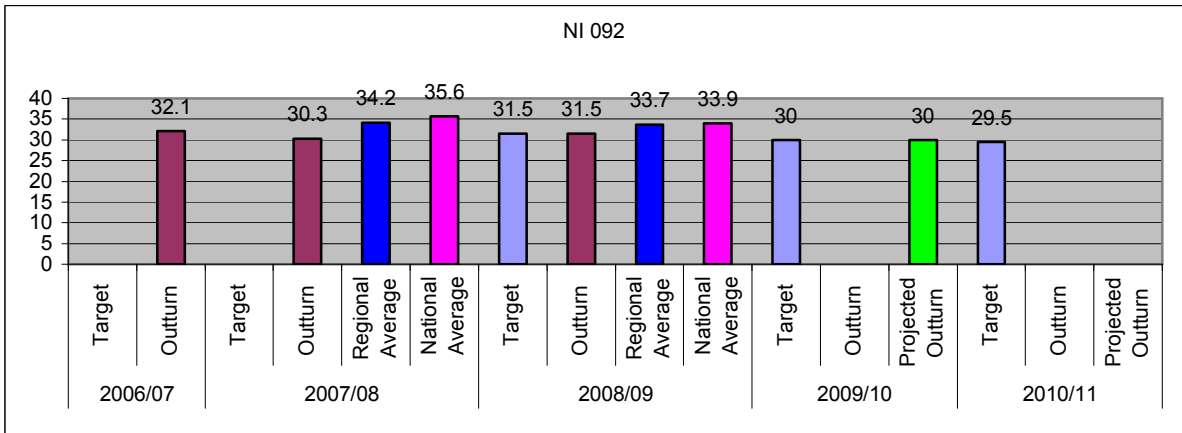
Secondary school persistent absence rate



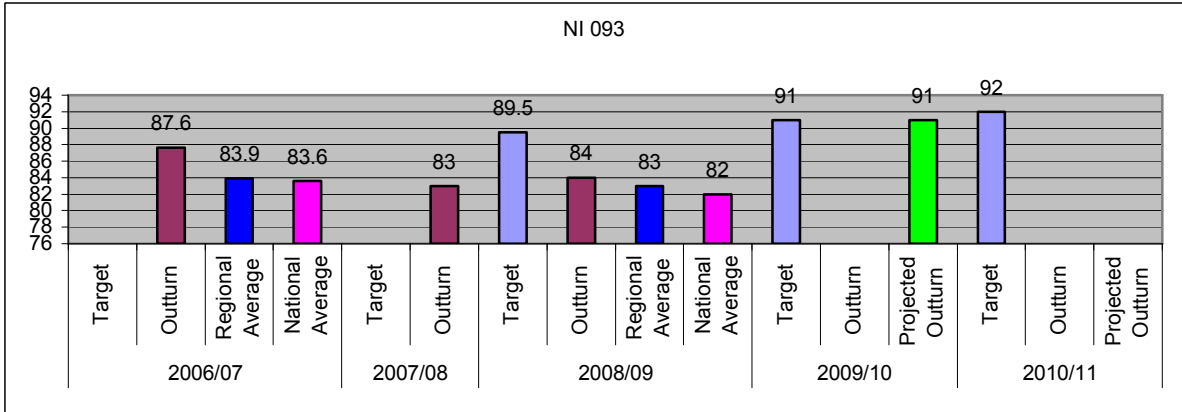
Participation of 17 year-olds in education or training



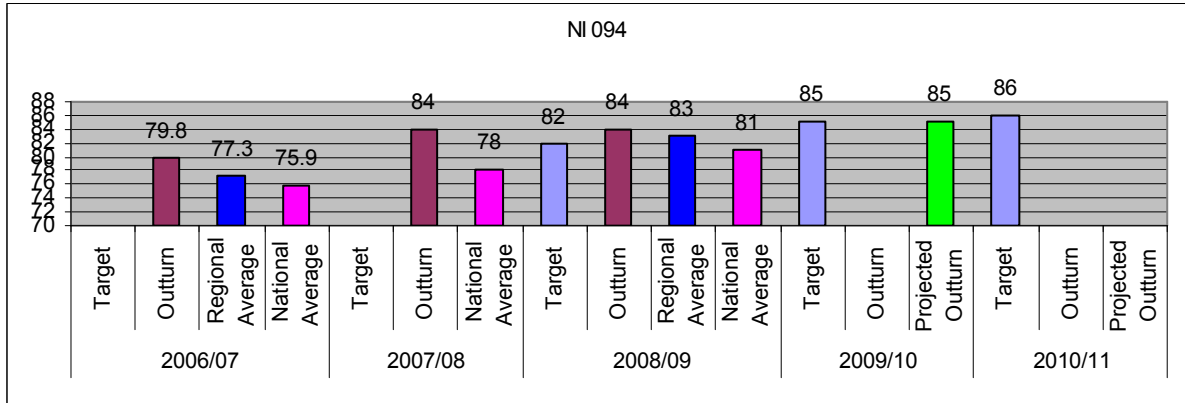
Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest



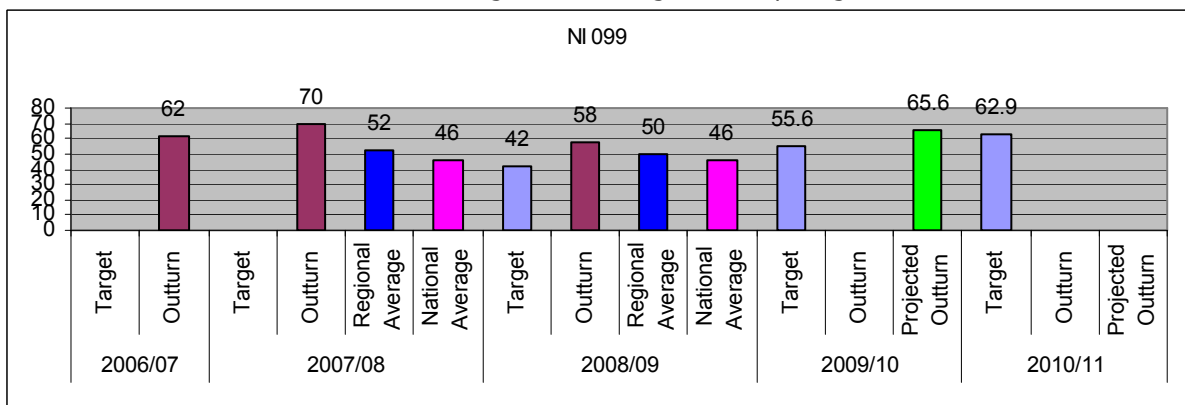
Progression by 2 levels in English between Key Stage 1 and Key Stage 2



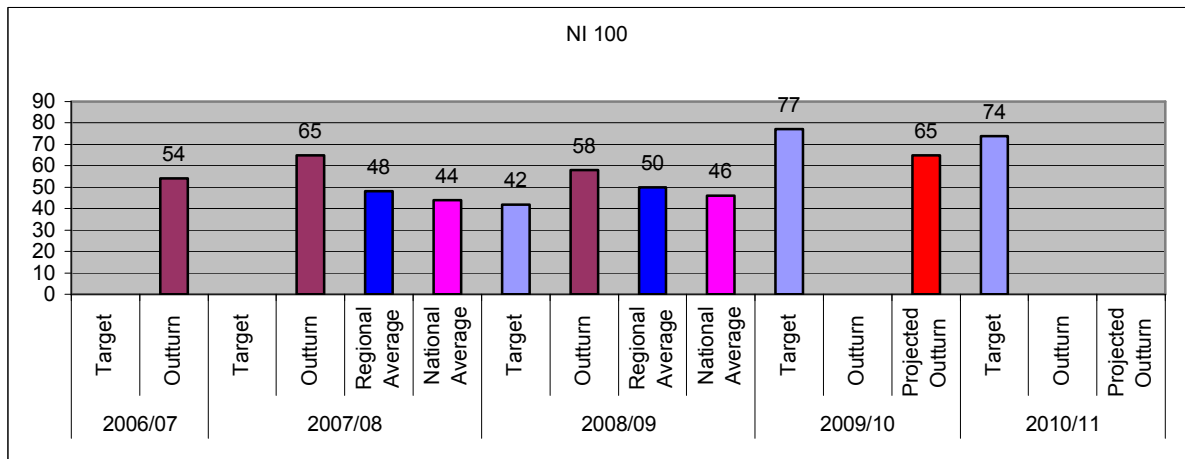
Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2



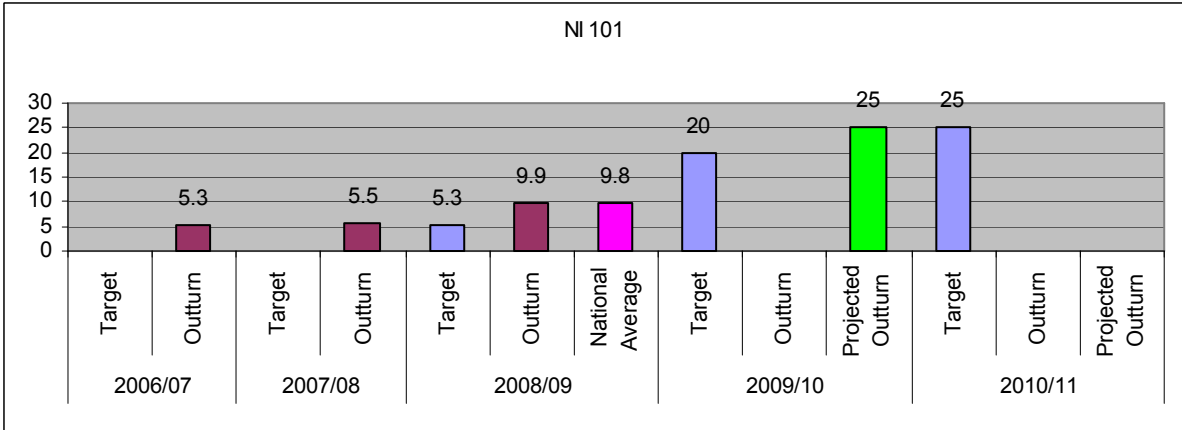
Children in care reaching level 4 in English at Key Stage 2



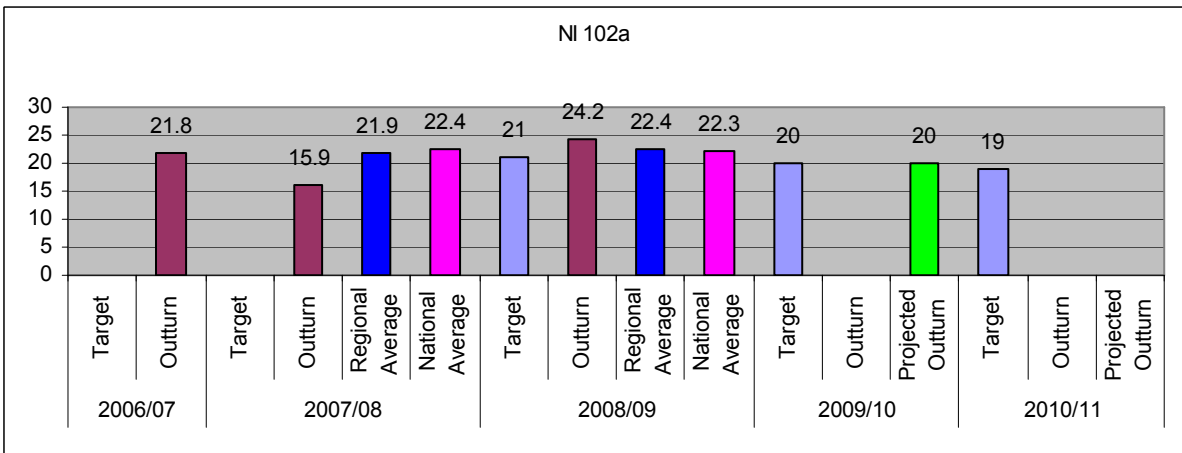
Children in care reaching level 4 in Maths at Key Stage 2



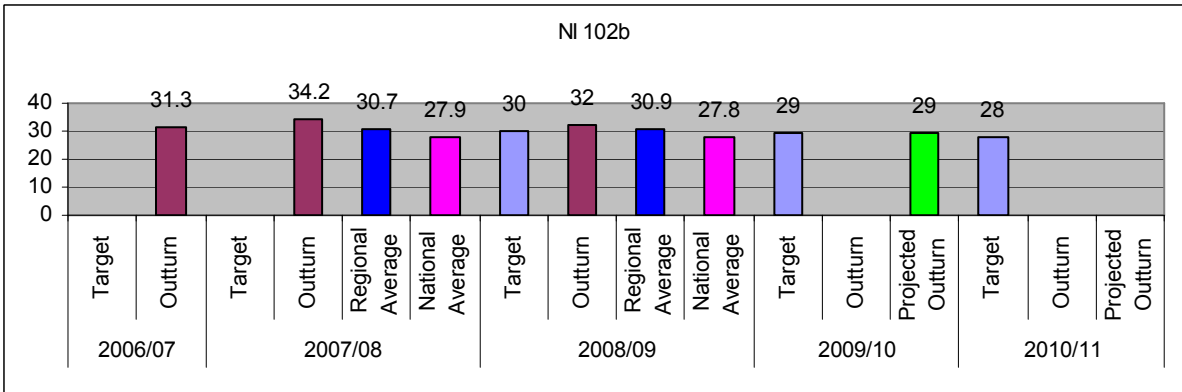
Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths)



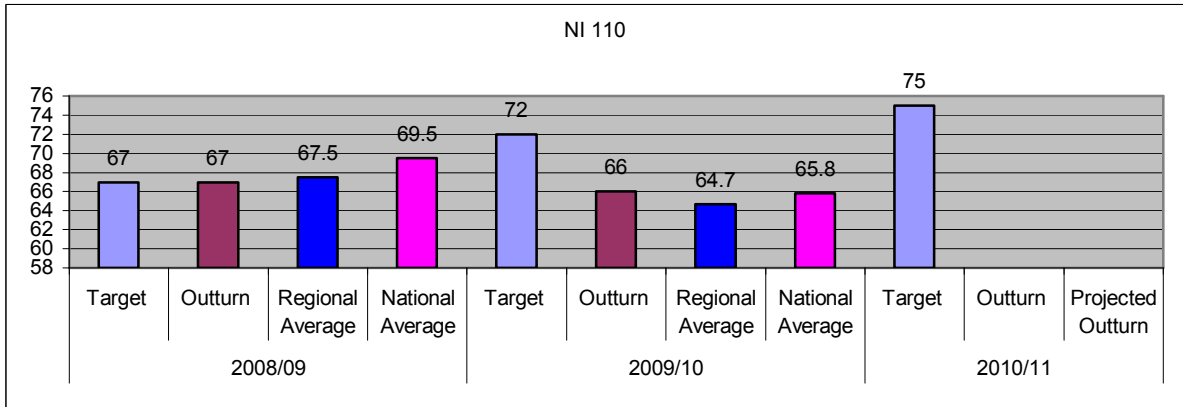
Achievement gap between pupils eligible for free school meals and their peers in achieving the level expected at Key Stages 2 and 4 (KEY STAGE 2)



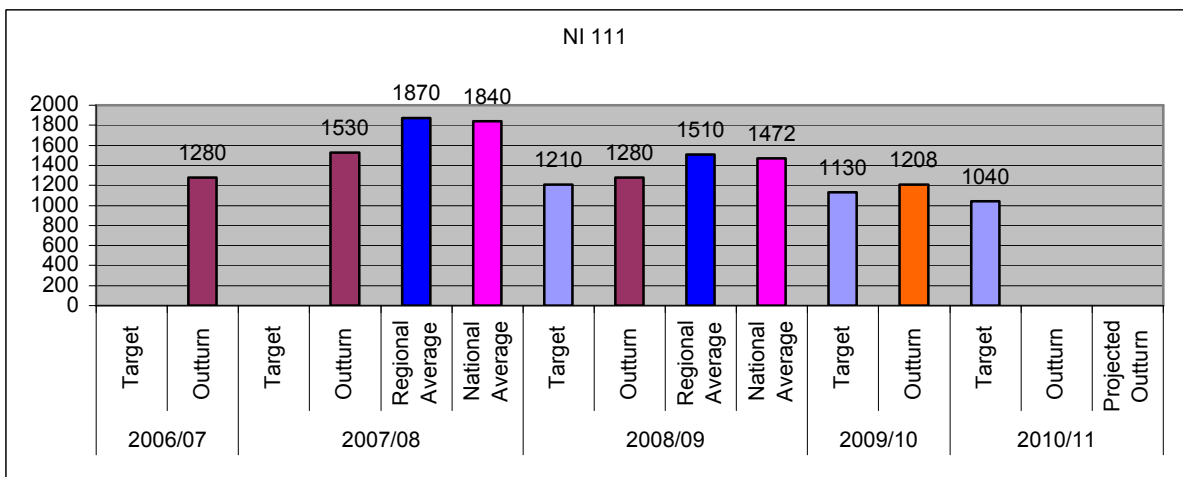
Achievement gap between pupils eligible for free school meals and their peers in achieving the level expected at Key Stages 2 and 4 (KEY STAGE 4)



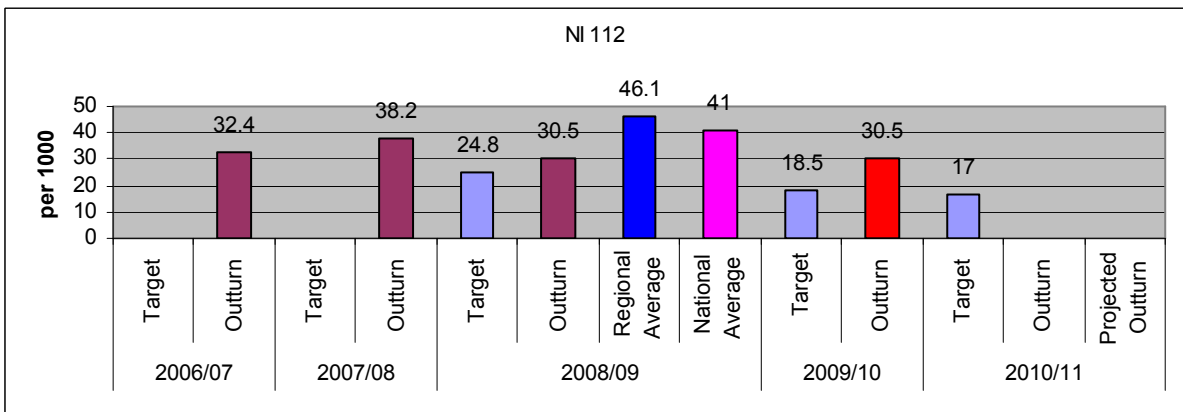
Young People participation in positive activities



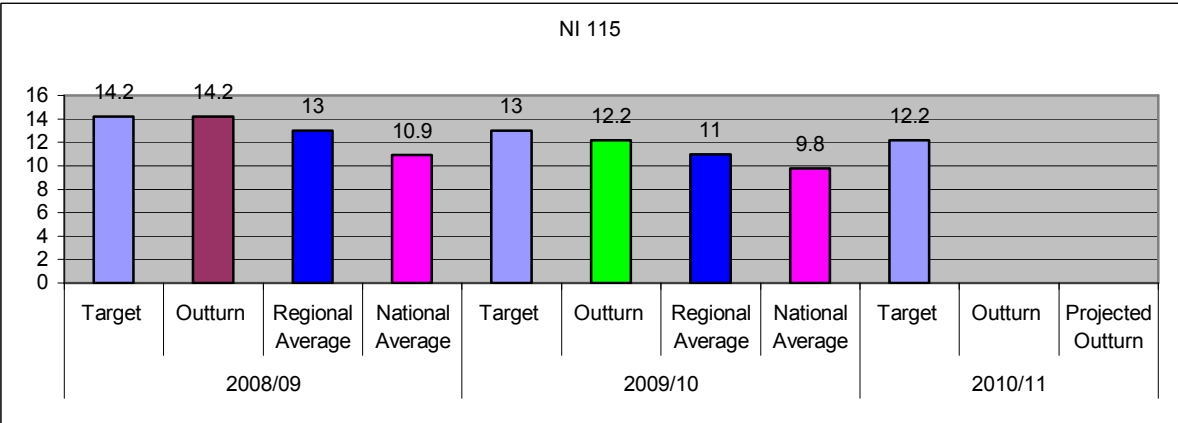
First time entrants into Youth Justice System 10 - 17



Under 18 conception rate the rate per 1,000

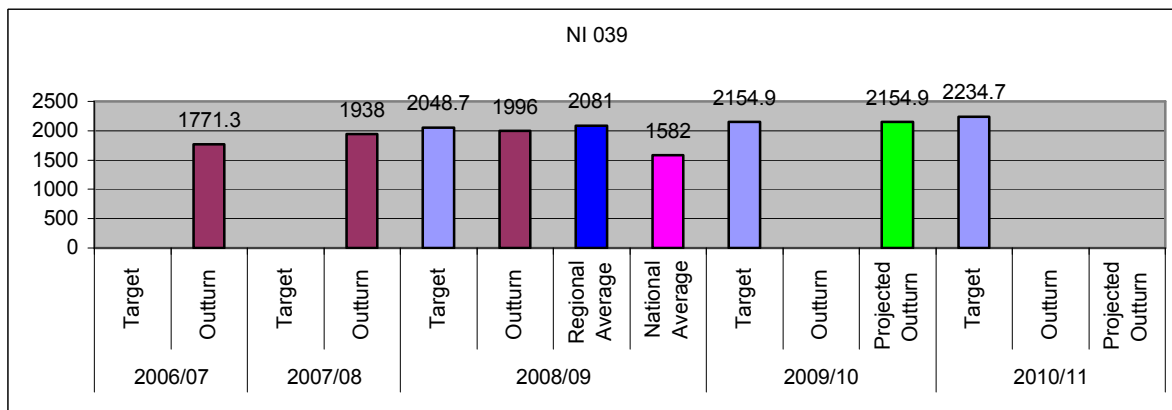


Substance Misuse by young people



Healthier Communities & Older People

Alcohol-harm related hospital admission rates



Key Outcomes

- Ongoing issue with local CISSU data has been resolved. The issue appears to have been that Sefton residents who are registered with Liverpool GP's have not been included in data collection.
- Sefton Primary Care Alcohol Pathway is continuing to be successful in directing increasing numbers of Tier 2 & 3 clients into specialist community alcohol services.
- The social marketing intervention *Its Your Choice* is currently being developed with a planned launch in Autumn 2010 within key health inequality wards that intelligence highlights are contributing disproportionately to the Alcohol Attributable Fraction (AAF) score of Sefton. The work will build on the DH national campaign '*Making the invisible visible*' and will amongst a range of measures being introduced include direct mailing of information into key households and provision of pharmacist led health checks within pubs

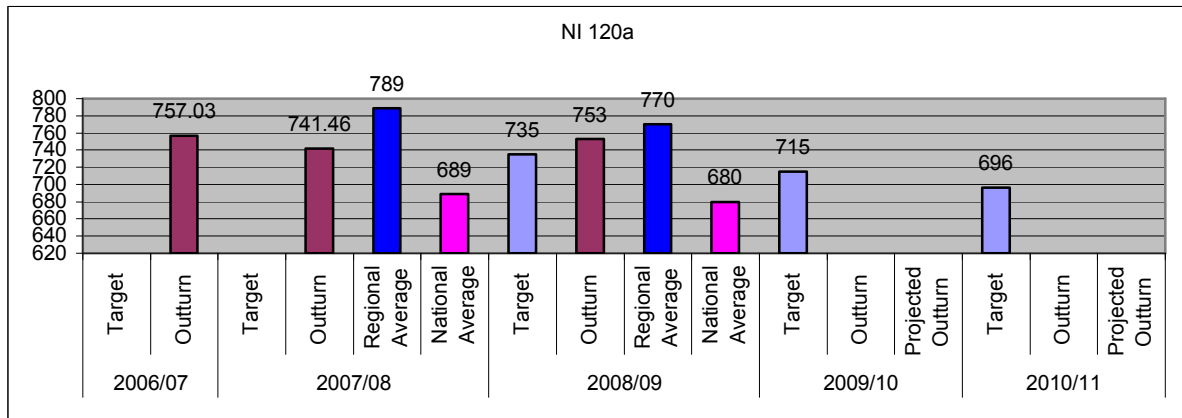
Area for development

- Alcohol is one of the key workstreams within the evolving QIPP (Quality, Innovation, Productivity and Prevention) programme. A key objective of the sub-regional work currently being addressed is that of restructuring A&E Alcohol support at University Hospital Aintree (UHA). Initial work to identify the current resource input and care pathways of each commissioning partner is now completed. Work is now being conducted to redesign the provision of Alcohol Liaison Nurse support at UHA which will result in one care pathway on both admission and discharge with the aim of consistently directing patients to appropriate specialist alcohol support from A &E

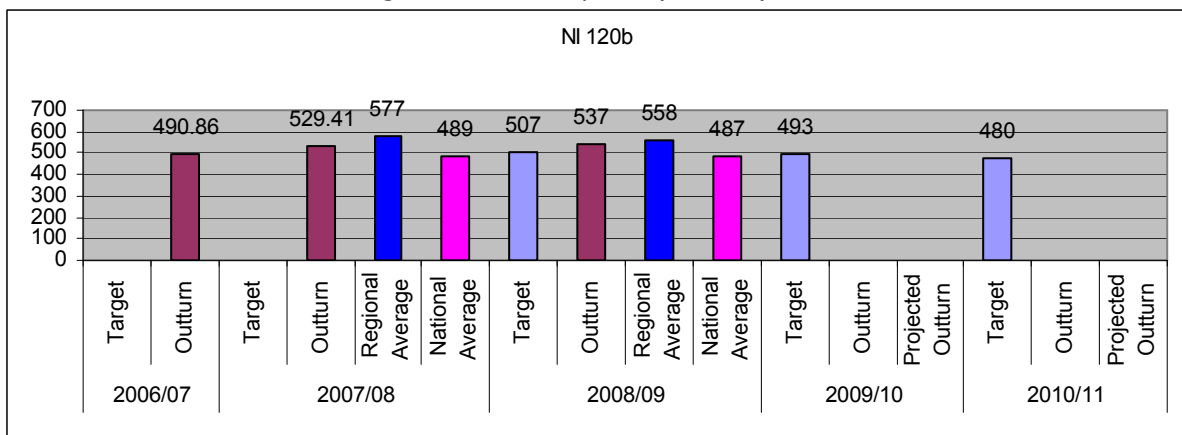
Current/potential risk

Constrained resources remain an issue affecting progress. Uncertainty with Public Sector funding and organisational structures also has the potential to hinder progress in the year ahead.

All-age all cause mortality rate (Males)



All age cause mortality rate (Females)



Key Outcomes

In September 2008 the Board of NHS Sefton approved the Health Inequalities Investment Plan, which set out robust plans against the following priority areas:

1. Improving the management of long-term conditions
2. Improving access and increasing capacity in lifestyle services
3. Strengthening engagement with local communities

Implementation of these plans is ongoing and focused upon the areas in Sefton where the population's health is at its poorest (lowest quintile). Outcomes to date have included:

Improving the management of long-term conditions

- The BSC is now available every 6 months with Version 3 having been published at the end of April 2010, (covering April 2009 to September 2009). It has been revised following data ratification by practices and feedback from GP's. This feedback has been positive and is highlighted by Sefton's Local Medical Council (LMC) representative heralding the BSC as a best practice tool amongst wider Primary Care Trusts.
- The Clinical Support Team commenced specific work in May 2010, visiting 10 relevant practices to improve exception coding and good practice guidelines in relation to Cervical Screening. This supportive work will continue through to August 2010.

Improving access and increasing capacity in lifestyle services

- Single point of access in place across the Borough – Healthy Sefton 0300 100 1000
- A ‘Healthy Sefton’ publicity action plan has been agreed as part of the wider communication strategy. This publicity schedule has key areas of focus and timeframes to increase referrals and awareness of the lifestyle services healthy Sefton can coordinate.

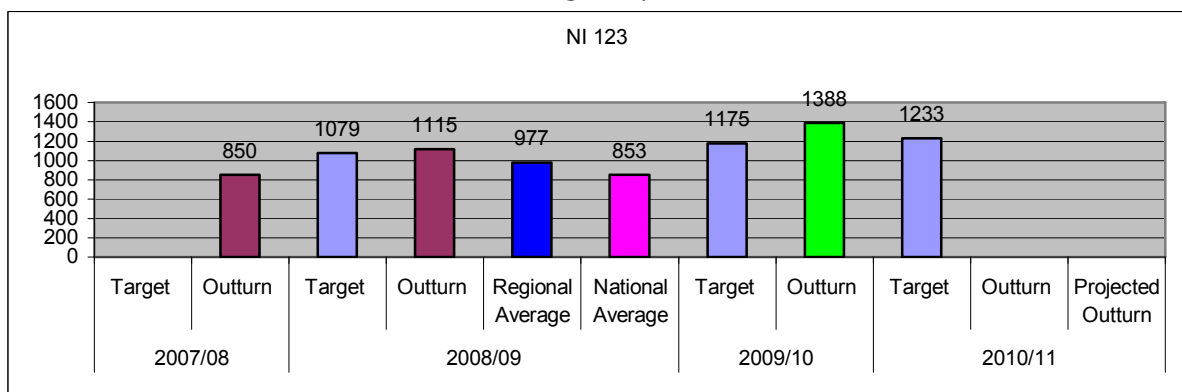
Strengthening engagement with local communities

- The New Technologies Programme has demonstrated substantial outcomes in raising awareness of the 5 x 30 physical activity messages. As a result, there has been a 200% increase in hits on Active Sefton website and 100% increase in hits on Move It website, far exceeding the original target set. The model will hopefully continue to promote a wider range of lifestyle services in 2010/11.
- NHS Sefton, in partnership with Alderhey Hospital and the contractor Engage2Change, has developed a social marketing initiative to contribute to positive family relationships, to protect the mental wellbeing of children, particularly between 8-11 years old. The Time4Families campaign was launched on June 6 and included DVD, press releases, arts competition, family heroes competition, and magazine. The campaign has been short listed for a national award for ‘Best Social Marketing Campaign’ by the Association for Healthcare Communications and Marketing. Winners are to be announced in October 2010.

Current/potential risk to delivery

There is concern that the good progress that has been made on reducing deaths has slowed. It is important to ensure that there is strong performance against the indicators, which contribute to this overarching indicator such as smoking, alcohol, obesity, physical activity etc.

16+ current smoking rate prevalence



Key Outcomes

- End of year data (09/10) showed the stop smoking service exceeded the LAA target achieving a rate of 1388 per 100,000 of four week smoking quitters
- Evaluation of the social marketing campaigns undertaken in Q4 09/10 demonstrated a 36% increase in people accessing the service compared to the previous year
- The stop smoking service has an action plan in place for the coming year and further social marketing activity is planned for quarter two.

Area for development

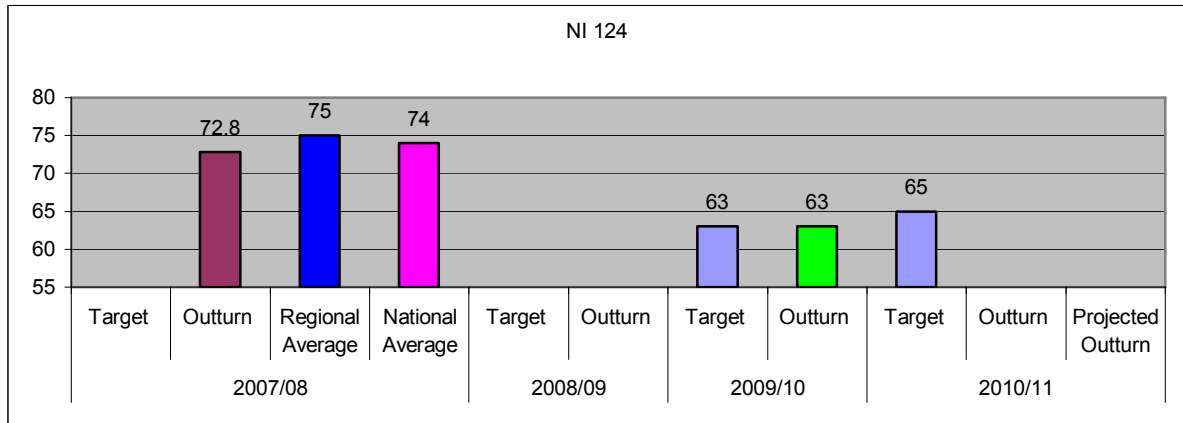
- The Cheshire and Merseyside Tobacco Control Programme has funded and facilitated the continuation of the Sub-regional text system for one year, for the eight Cheshire and Merseyside Local Stop Smoking Services. Sefton’s stop smoking

services will focus on children and young people in the first instance living in our most deprived areas.

Current/potential risks

The termination of the national television and media advertising of stop smoking service. This freeze on promotion is likely to impact on forecasted activity, particularly around QTR 4 which is when we would expect our highest number of referrals.

People with a long-term condition supported to be independent and in control of their condition



Activities against this indicator inter-relate with those ongoing for NI 134. Less people being admitted (less emergency bed days) means more people being managed in the community (Increase the number of people with long-term conditions who are supported to be independent and in control of their condition). It is important to ensure that there is strong performance against related indicators.

Key Outcomes

- NHS Sefton Community Health Services are working with a number of Nursing Homes where admissions seem high to look at ways of identify patients at higher risk of admission.
- NHS Sefton Community Health Services are exploring the Unique Care model of managing patients with long term conditions whereby those at highest risk are managed intensively in the community. This work fits into a locality model of provision.

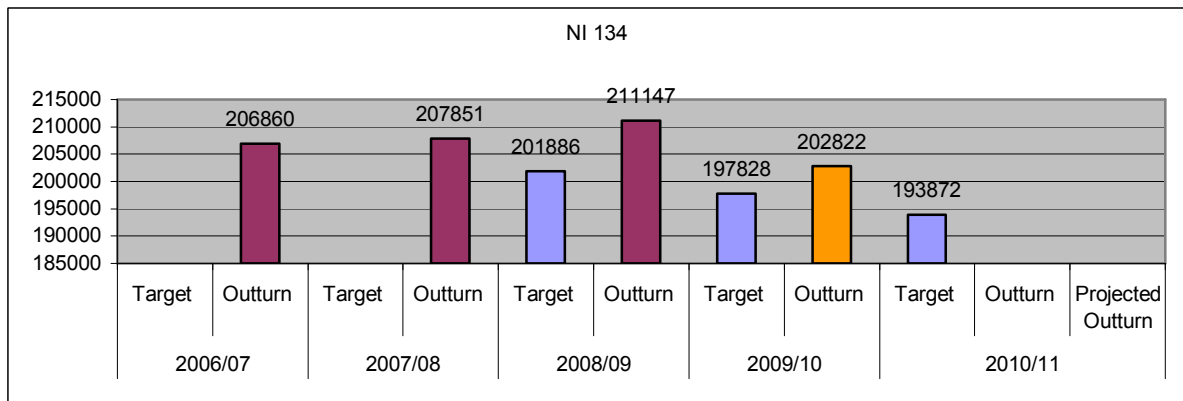
Area for development

- The evolving QUIPP (Quality, Innovation, Productivity and Prevention) programme is also looking at Diabetes, COPD and Heart Disease.
- Practice based commissioners in the south have established a pilot to reduce COPD admissions. The pilot will work with 6 practices looking at ways in which they can improve the care of patients with COPD and reduce emergency admissions.

Current/potential risks

See risk for NI 134.

The number of emergency bed days



Key Outcomes

- Single point of access in place across the Borough – Healthy Sefton 0300 100 1000
- Front-end team established to support patients on alternative pathways so that if necessary they are diverted to community services prior to going to A&E.

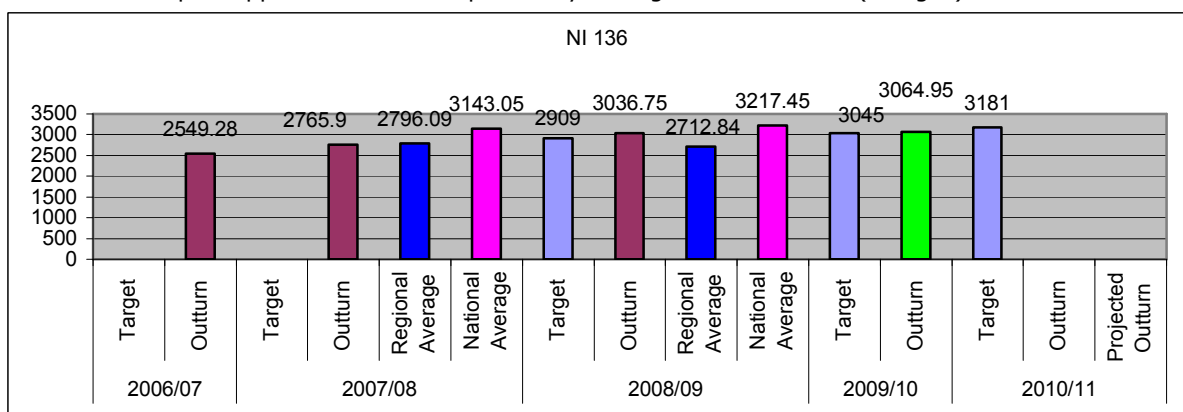
Key Developments

- An element of the North Mersey QIPP Programme on Urgent Care is to look at Emergency Bed Days with a view to reducing the overall number across all hospital trusts. ‘Better Care, Better Value’ identifies potential savings and efficiencies that can be made through improved working practices as Emergency Bed Days have various causes. Business Case proposals for reductions in this area are due for submission in September 2010.

Current/potential risks

Currently, The North Mersey Health economy is facing challenge in reducing emergency bed days (as part of QIPP agenda) due to availability of resources. Service redesign is a possibility.

People supported to live independently through social services (all ages)



Key Outcomes

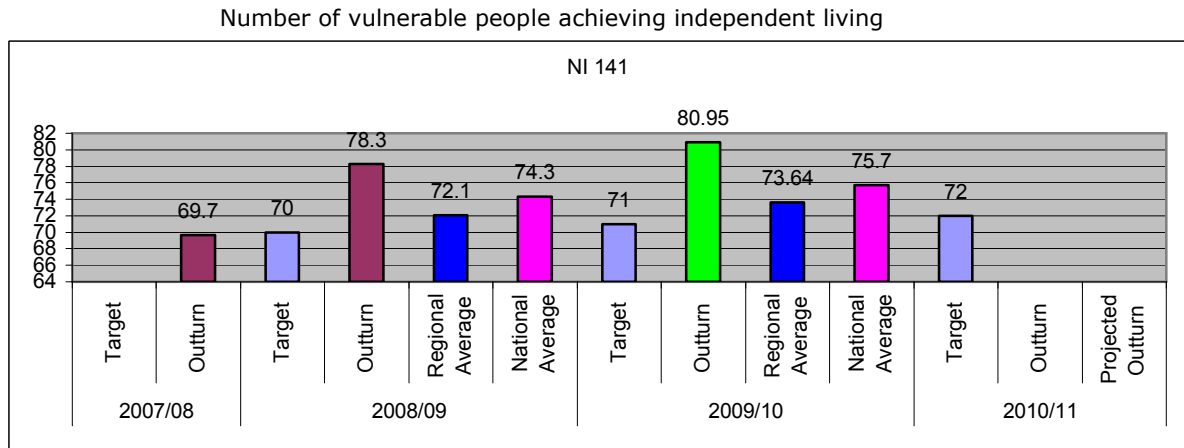
- Exceeded target for 09/10.
- Work to improve provision and recording of professional support.

Area for development

- Currently reviewing the value for money of Grant Funded Services which impact on Grant Funded Survey figures for this year.
- Given current financial pressures and the need to make significant savings, we are evaluating all performance priorities to ensure that they are fit for purpose and fit the strategic needs of the organisation.

Current/potential risk

Strategic changes in direction could impact on our potential to meet this target.



Key outcomes

- Exceeded target for 09/10.

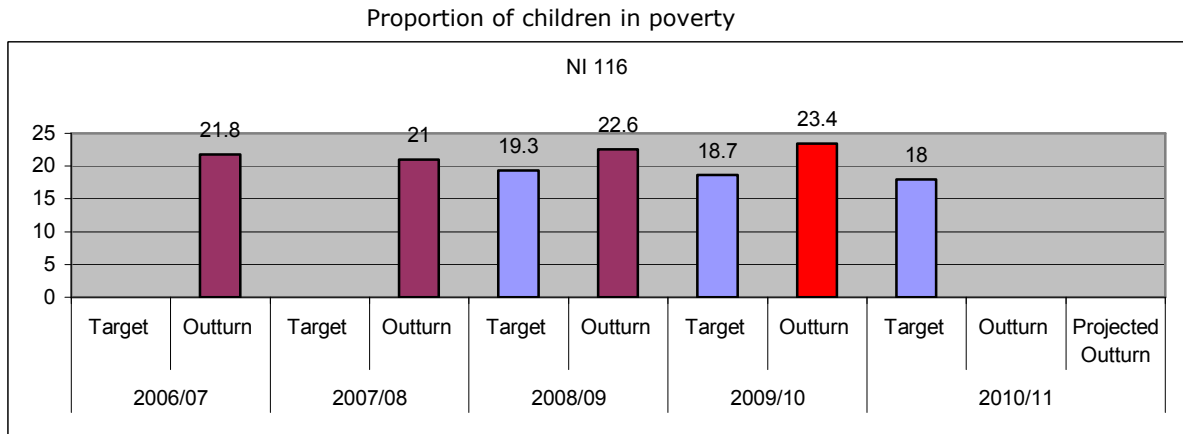
Area for development

- A number of process and structural changes have been put in place, which are being monitored on an ongoing basis to monitor their effectiveness.
- Given current financial pressures and the need to make significant savings, we are evaluating all performance priorities to ensure that they are fit for purpose and fit the strategic needs of the organisation.

Current/potential risk

Strategic changes in direction could impact on our potential to meet this target.

Economic Development and Sustainability



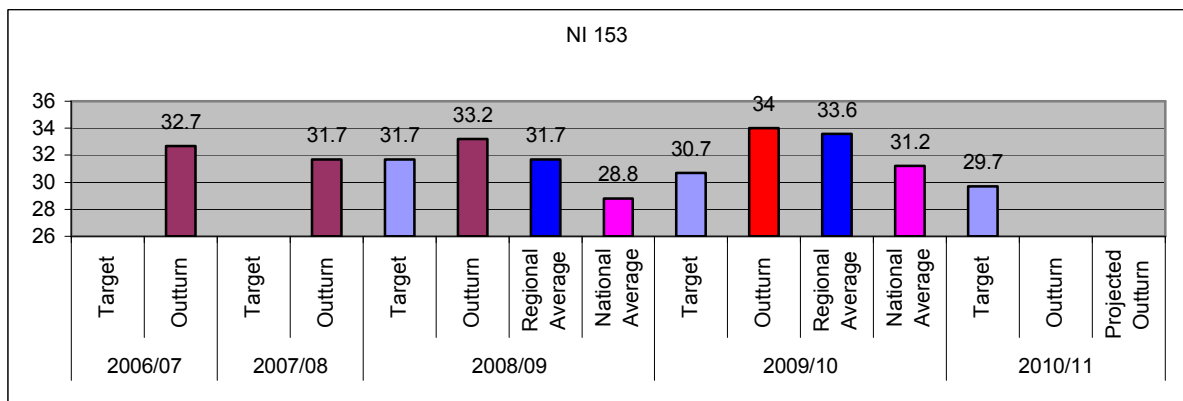
There has been a year of steady progress with the formation of Sefton Child Poverty Steering Group harnessing the powers of Sefton Council, Jobcentre Plus and Sefton CVS. The Council has nominated Peter Morgan as lead officer for the development of a Child Poverty Needs Assessment, and a Child Poverty Strategy and Action Plan. Sefton Children’s Trust has also developed a strong “Think Family” theme.

The Council, with NHS Sefton, Jobcentre Plus and SCVS, is running one of 11 national Child Poverty Innovation Pilots for DCSF. After two years of preparation and delivery, the project has registered over 50 families. It is pioneering the use of “Family Coaches” to work alongside families to understand their needs, dovetail third party providers, and commit family members to an agreed Action Plan. The project offers incentives and rewards to help deliver the desired outcomes, which include life skills, family breaks, as well as entry to employment, work-related training, greater confidence and higher aspirations to progress in their working life. Employers are included through the innovative kite-marking scheme for family-friendly employers.

The Liverpool City Region Employment Pathfinder has identified child and family poverty as a key priority, and this year issued “A Brighter Future” which sets out a prospectus for greater support to families with children in poverty whether in or out of work.

The impact of the recession is now being captured in the NI 116 indicator as the number of parent claimant’s increase. The pre-recession target of gradually decreasing poverty levels is therefore less achievable.

Working age people claiming out of work benefits in the worst performing neighbourhoods



The annual picture on 153 has not been an encouraging one, since it has seen the situation facing workless residents of our most deprived areas being faced with increasing difficulty in

accessing employment opportunities. Wider economic factors have led to a reduction in the numbers of notified vacancies and stronger competition for these vacancies. For many whose work history is blighted by long-term worklessness, poor health, and in particular residents whose low skills and qualifications restrict their job search to entry-level opportunities this year has been challenging.

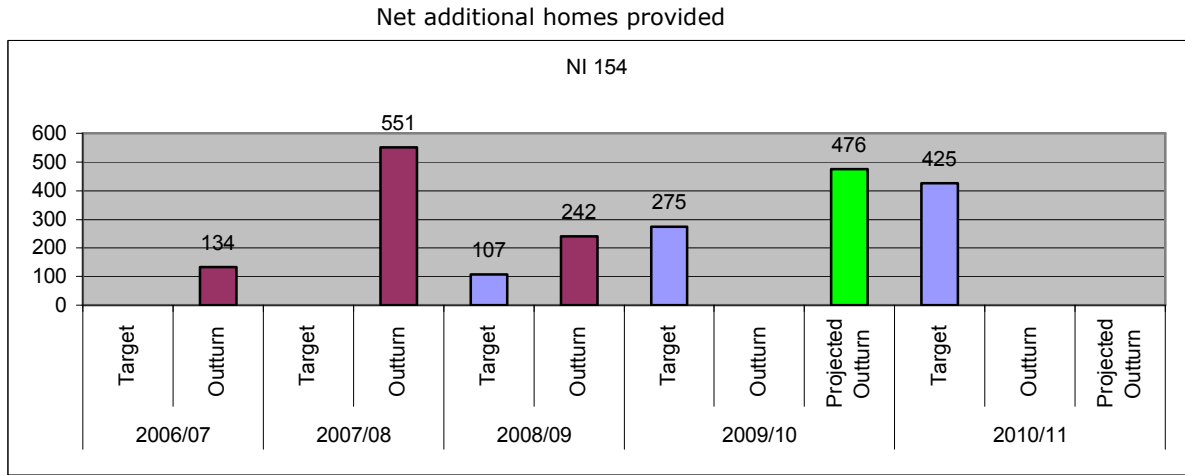
However, despite these external factors, the actions commissioned by the Sefton Borough Partnership continue to demonstrate effective results and the investment of Working Neighbourhoods Fund in the local employment programme, largely delivered through [Sefton@work](#) has brought significant results. It is clear that without these local interventions, targeted at the needs of local people and employers, the situation this year would have disintegrated still further.

Within the year, [Sefton@work](#) has consistently exceeded targets in the face of the employment picture for the travel to work area. 250 residents entered employment and training against a target of 225. 70 of these were retained in employment. 385 new residents registered to receive a package of job search support against a target of 250. 121 people accessed pre-recruitment advice and training and intensive group support against a target of 10. This latter activity was devised as a response to the growing demand for the [Sefton@work](#) personal advisor service and has proven to be an effective and appreciated technique to combat social isolation and gain new skills and confidence.

Employer engagement is an ongoing activity and has led to the delivery of a range of customised support programmes to assist residents of the most deprived wards to apply on an even playing field alongside mainstream recruitment. In this year, more than 70 employers have been supported with vacancies and have signed jobs and skills pledges to underpin their commitment to work with [Sefton@work](#) to prioritise recruitment and retention of workless residents.

ILM opportunities continued this year, targeted at residents facing the most complex barriers. ILM opportunities were designed and offered, in occupational areas, which had been requested by clients. Various third sector organisations were invited to tender of which 4 organisations were successful providing Trainee Learning Mentors, Playworkers, crew members, drivers, admin and clerical community technicians. Each organisation provided evidence that placements had access to 'on the job' work experience with appropriate guidance and comprehensive training action plans. 522 clients applied for the opportunities; 170 applying for 2 positions as crew members alone. So the appetite for engaging in local opportunities has never been greater but job opportunities are fewer.

[Sefton@Work](#) has continued with its outreach and canvassing activities in the most deprived neighbourhoods. This activity is composed of joint collaborations with other partners such as health, energy efficiency, Fire and Rescue and above all, social landlords. Neighbourhood engagement activity focussing on door to door canvassing has targeted over 680 households in the priority neighbourhoods. Activity during the latter half of the year concentrated on South Sefton "High Rise" Blocks, households never canvassed before due to access issues.

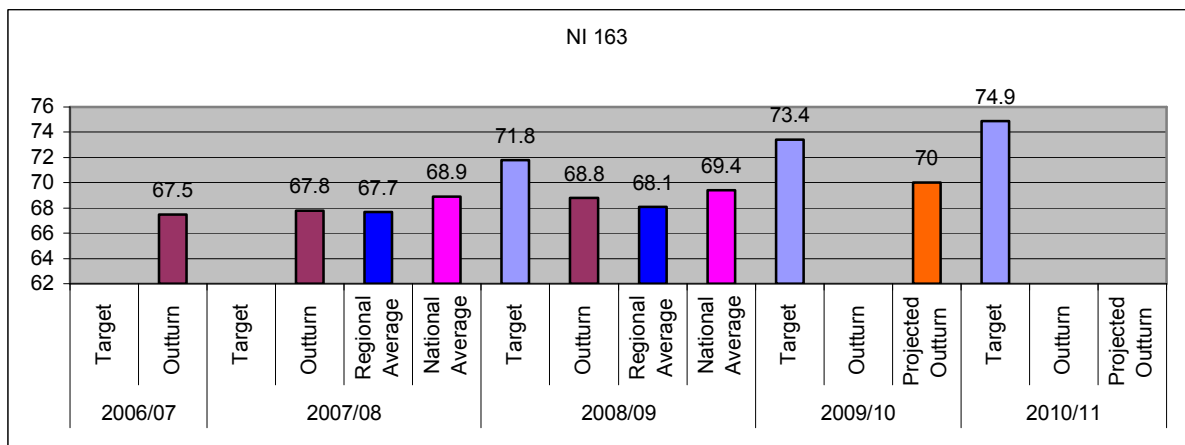


* Figures are available late August for 09/10.

The projected net additional homes provided for 2009/10 is significantly greater than the target of 275. This outcome is much better than expected for this monitoring year due to a number of reasons. The main factor relates to the small number of Housing Market Renewal demolitions for this year: - 28 actual demolitions compared with 196 projected demolitions for 09/10. These HMR demolitions are now expected to be undertaken in 2010/11 affecting the total number of net additional homes provided in 10/11. The completion of the Stella Nova development (Washington Parade, Bootle) also helped boost the number of net additional homes provided by 142 dwellings in 09/10. The net additional homes provided in the 09/10 monitoring year can be seen as exceptional, in the current depressed housing market.

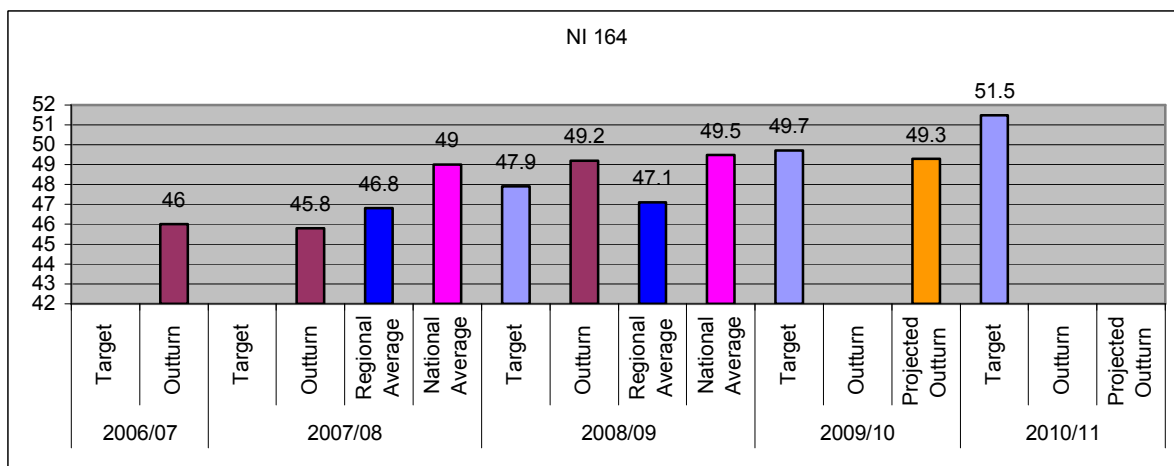
Overall the recession, especially within the housing sector continues to bite very hard and likely to be compounded by the recent budget and other cuts announced by the new Coalition Government to address the £155 billion budget deficit. Despite an ongoing dialogue with key housebuilders/developers, most remain reluctant to risk building speculatively at this time. In this regard, a number of housebuilders (some with housing association partners) are pursuing innovative funding mechanisms with the Housing and Communities Agency, involving different dwelling and tenure mixes, which we are firmly supporting. However, much will depend on whether they are successful in their funding bids to the Housing and Communities Agency, although at least one has been unsuccessful to date. In the wider context, initial indications from the recent budget and other announcements are that Government funding support for affordable housing schemes will be very limited over the next few years.

Working age population qualified to at least Level 2 or higher



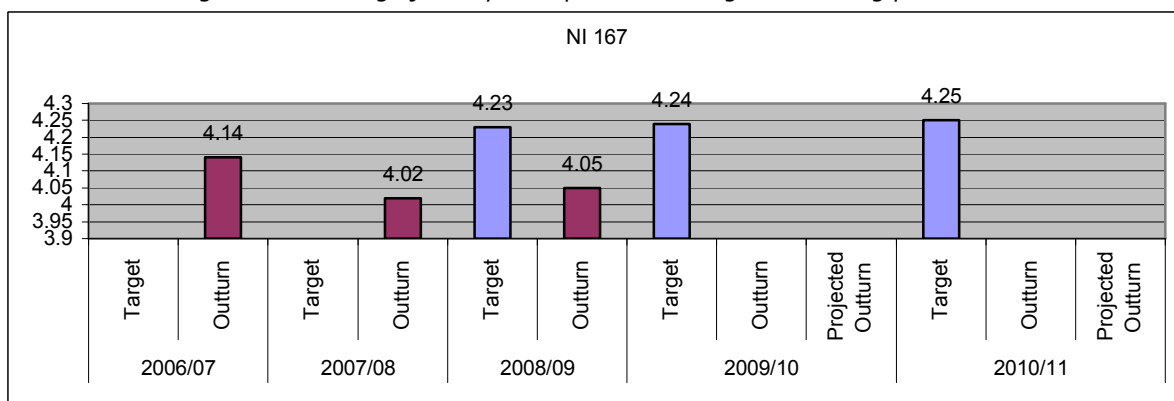
* Figures are available late August for 09/10.

Working age population qualified to at least Level 3 or higher



* Figures are available late August for 09/10.

Congestion – average journey time per mile during the morning peak

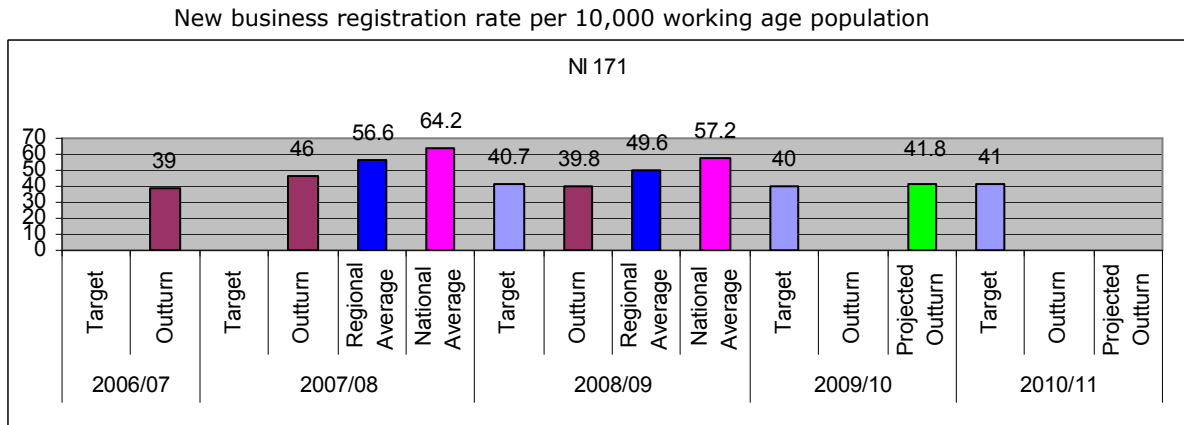


* Figures are available late August for 09/10.

The development of the Route Management Strategy for the A565 has continued and a draft was discussed with elected Members in March 2010. The review of options for including in the action plan has also been undertaken and the micro-simulation modelling of the options has been completed. The route management action plan will be developed in the first two quarters of 2010/11.

The proposed traffic management cameras to enable improved management of signal-controlled junctions have been installed. Additional cameras with automatic number plate recognition to increased monitoring capability have been procured, but are awaiting the resolution of communication links before they can be installed. Variable message signs, which can be used to inform drivers of current conditions along the route, have been installed.

The review of Government funding of all transport projects may affect the availability of funding for proposed junction improvement schemes in 2011/12.



* Figures are available December for 09/10.

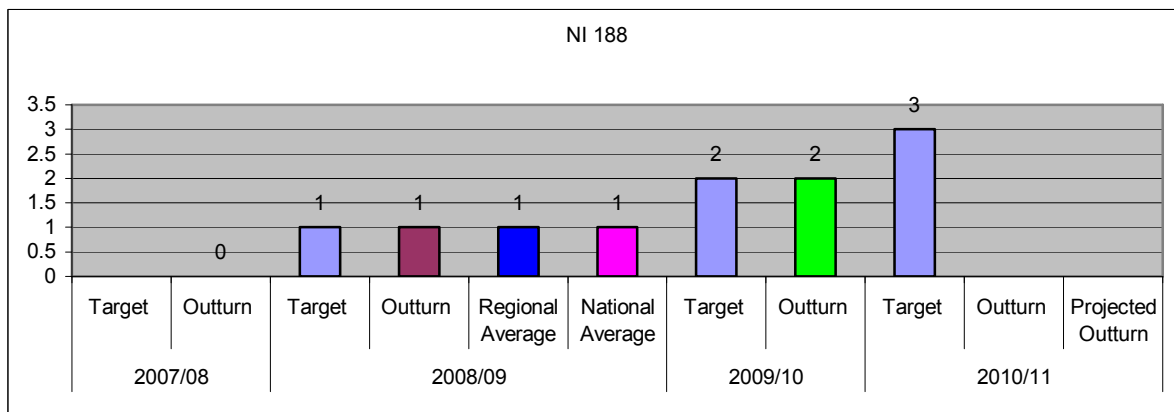
The past year has brought tough challenges for the Sefton business community, which has witnessed the worst recession for decades. Sefton Council and its partners have responded to this by providing more preventative business support activities aimed at tackling short term to medium issues for businesses to come out of the recession stronger and able to support the prime objective of creating employment opportunities and combating worklessness in deprived communities.

Invest Sefton-the council's enterprise, business support and inward investment service -and its partners have delivered a wide range of intensive support to individuals to generate new business start ups in the borough, most notably in disadvantaged communities using a mix of LEGI, WNF and ERDF funding. Support has included:

- Area based start up Advisors located in local communities
- Self-employment awareness raising sessions in [Sefton@Work](#), schools and colleges
- 465 individuals assisted on 1:1 basis by Start up Advisers
- 102 new businesses created
- 304 new jobs created
- 109 business investment awards

Most recent business birth registration data shows 1,020 new businesses in Sefton with a 95.1% survival rate at 12 months. To help meet the extensive on going demand for support identified following a major business survey (823 businesses responded) two major recession support events were held, which assisted over 300 businesses. Pre and post event marketing activity which included direct mail, PR and other marketing collateral meant that in excess of 3,000 businesses were aware of the events and, more broadly, Invest Sefton's business support activities across the borough. A significant proportion of these engaged with Invest Sefton and other business support agencies in some way. Additionally, the events attracted a total of 22 exhibitors and delivered 11 seminars and workshops.

Adapting to climate change



This indicator is different to most of the target-based indicators in that it is process based and identifies 5 levels (0 – 4) of ‘preparedness’ to the impacts of climate change. The LAA requires that the LSP and Council attain Level 3 – “Production of a comprehensive action plan” by April 2011. The LAA also specifies intermediate steps and requires that Level 2 – “Comprehensive risk-based assessment” be achieved April 2010.

Reporting on this indicator is on a self assessment basis that is then approved by DEFRA

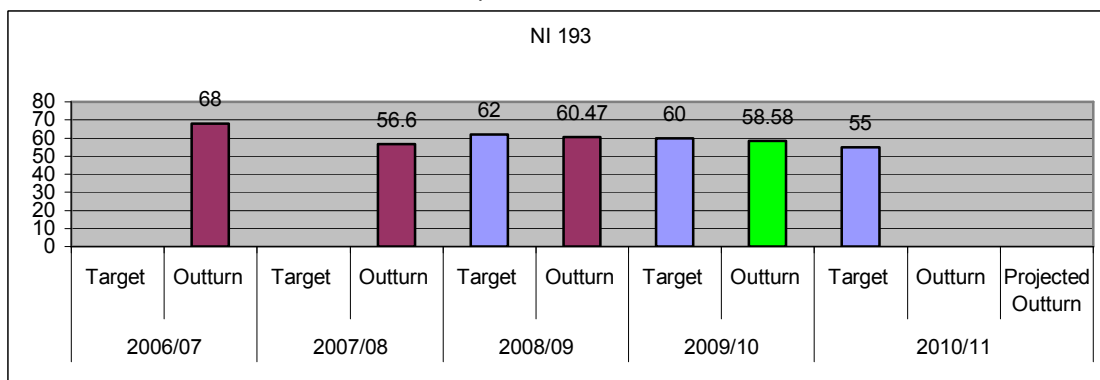
The steps required to comply with Level 2 are as follows:

- Undertake a comprehensive risk based assessment of vulnerabilities to weather and climate, both now and in the future
- Identify priority risks for council services.
- Identify the most effective adaptive responses.
- Start to incorporate adaptive responses into council strategies, plans, partnerships and operations.
- Begin implementing appropriate adaptive responses in some priority areas.
- Encourage the LSP to identify major weather and climate vulnerabilities and opportunities that affect the delivery of the LSP’s objectives.

Sufficient progress was made against all these objectives for an assessment of compliance with Level 2 to be made. The key action of this phase of the work was the carrying out of a comprehensive assessment of risk and the identification of the priority risks facing the Council. These risks will form the basis of the work to develop the Adaptation Action Plan. A key aim will be to build up resilience to risks such as flooding, heatwave and drought when they occur as well as identify actions to lessen their impact in the first instance.

Our submission, with supporting evidence, reporting that we had achieved Level 2 was submitted in April 2010. We have, as yet, received no comment from DEFRA.

Municipal waste landfilled



Sefton Council is continuing with its management of the Merseyside waste reduction campaign Love Food Hate Waste aimed at reducing the amount of food waste sent to landfill across Merseyside by 10,000 tonnes. For the food waste that inevitably will arise, Sefton has issued food waste collection containers to over half of the borough with 30,000 being issued in Q4 of 2009/10 the benefits from which will take several months to show in the statistics. All residents are eligible to opt in to the food waste collection service through a request to Sefton Plus.

Merseyside Waste Disposal Authority through their Waste Management and Recycling Contractor Veolia are investing in the Sefton Household Waste Recycling Centres and improving operational arrangements to recover a greater proportion of the waste that is brought to them. MWDA are currently introducing a van permit scheme that will assist in restricting the amount of commercial waste that is inappropriately brought for disposal at the Household Waste Recycling Centres. These actions combined will help reduce the amount of waste Sefton, through its household collections and via the Household Waste Recycling Centres in Sefton, collectively send for landfill disposal.

Executive Summary

The table below shows the performance in the last quarter (January – March) of the indicators, which appear in the corporate Plan.

Strategic Objective	No of Pls	No of LAA Pls	No of Pls at 😊		No of Pls at 😊+		No of Pls at 😞		No of Pls at 😞 -		Quartile Position Latest published performance 1 = Top 4 = Worst				RAG Rating		
			R	N	R	N	R	N	R	N	1	2	3	4	Green	Amber	Red
Safer & Stronger																	
▪ Safer	37	7	16	14	13	13	4	6	2	6	6	6	5	4	18	14	5
▪ Stronger	9	2	2	1	1		6	7	4	3	1	1	3	3		6	3
Children and Young People																	
▪ Be Healthy	11	3	5	6		1	3	1	1		1	6	2	1	3	8	
▪ Stay Safe	13	1	7	8	2	3	6	5	5	3	1	5	3	2	4	7	2
▪ Enjoy & Achieve	43	14	27	28	9	9	10	11	1	1	13	10		5	27	12	4
▪ Positive Contribution	7	4	4	4	3	2	2	2	1	1	1	1	4	1	2	5	
▪ Economic Wellbeing	3	1	3	2	1	1		1		1	1		1		2	1	
Adult Health & Well-being	36	7	21	12	9	6	12	20	4	10	5	8	13	4	13	18	5
Local Economy & Environmental Sustainability																	
▪ Local Economy	35	6	11	9		2	9	12	5	7	2	8	5	8	17	15	3
▪ Environmental Sustainability	18	6	5	5	4	3	7	8	7	8	1	3	2	4	9	5	4
Total	212	51	101	89	42	40	99	73	30	40	32	48	38	32	95	91	26
	Actions	RAG Rating															
		Green	Amber	Red													
Corporate Strategic Objectives (29)	57	50	1	6													

Update on the Corporate Plan Actions

Safer and Stronger

<u>Ensure all personnel policies are non-discriminatory and promote diversity through the Council's prioritised programme of Equality Impact Assessments</u>		<u>Overdue</u> Red R
P r o g r e s s	<p>Positive Action Working Group continues to meet and is making progress to develop actions to promote equality and diversity.</p> <p>Progress towards Level 4 of the equality standard is good - corporate level is 95% (June 2009). The Council needs to achieve 95% to declare attainment of Level 4.</p> <p>The Equality Framework has replaced the Equality Standard and progress towards "excellent" in the new framework is currently around 67%.</p>	
I s s u e s	<p>The impact of the review of Personnel, the SBR and the effects of this on the HR function and on the Equalities Partnership have delayed progress.</p>	

In implementing the Council's Pay & Workforce Strategy, review the HR Strategy		<u>Delayed</u> Red R
P r o g r e s s	<p>It is difficult to prepare a pay and workforce strategy given the potential changes arising from the strategic budget review and the outcome of the pay and grading review is not yet known. These factors will have an impact on the shape of the Council and the skills its workforce will require in future.</p>	
I s s u e s	<p>The factors outlined in the "progress" column have prevented progress on this matter. It is anticipated that this will need to be carried out after April 2010, when the future requirements of the Council are clearer.</p>	

Adult Health and Well-being

<u>Implement and monitor the 2007/2011 Health and Safety Strategy</u>		<u>Overdue</u> Red R
P r o g r e s s	<p>The majority of the work identified in the Annual Plan has been completed. However there are certain audits where action plans are still required. Consequently these have been 'rolled over' to the Plan for 10/11.</p>	

I s s u e s	<p>Progress on restructuring the Unit is currently still at the development stage. However this will follow that of HR which is presently considered a priority.</p> <p>This may therefore have implications for how and when the strategy continues.</p> <p>Changes to the departmental structures have had implications for some of the deliverables and this is unlikely to change until the overall structure is stable.</p>
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Local Economy

<u>Promote investment and development to maintain the vitality and viability of Bootle Town Centre</u>		Overdue Red R
P r o g r e s s	<p>Bootle Town Centre</p> <p>The 'Stella Maris' mixed use residential and retail development on Washington Parade (Bootle) was completed during 2009/10. We understand that all of the flats in the development are now occupied (albeit mostly rented on short term leases), and 3 of the retail units are also occupied (approximately 9 remain vacant). In addition, an Aldi discount foodstore was built out on the former Leaders site at corner of Marsh Lane and Washington Parade (Bootle) and opened on 4th February 2010. A new Asda superstore on the edge of Bootle Town Centre also opened in October 2008 and seems to be trading very well with apparently good linkages to the town centre.</p> <p>In Southport, there have been no major retail, leisure or hotel developments take place in the last 6 months, although we are aware that the former Woolworths in Southport town centre is currently being sub-divided and will shortly be occupied by New Look and H&M.</p> <p>New retail health checks for Bootle and Southport town centres (to update those undertaken in 2003 and 2005) were undertaken by the Council's retained retail consultants, White Young Green and were published in July 2009. In terms of Bootle Town centre, the study has noted that in terms of national (Management Horizon) retail rankings Bootle has slipped 56 places from 229th to 285th between 2005 and 2009. However, WYG conclude that:</p> <p>' ... the Asda store has now opened on the edge of the centre and has clearly helped bolster the convenience goods offer of Bootle which was previously under- represented. In addition, a new Lidl store had opened since the 2005 study and Aldi have been granted planning permission for a new store on the edge of the centre'.</p> <p>Accordingly, WYG have concluded that the significant investment activity in and around Bootle should be positive but will require continuous monitoring over time to reflect not only these changes but also the impact of retail developments (planned and committed) beyond the Borough boundary.</p> <p>In terms of Southport the study has noted that in terms of national (Management Horizon) retail rankings Southport has improved its position by 9 places from 62nd to 53rd, although vacancy rates had increased. Given this, WYG have concluded that:</p> <p>'Although in 2005 the health of the Southport Town centre appeared to be quite strong, the most recent data gathered in 2009 appears to suggest that the town centre face increasing challenges Clearly, the opening of Liverpool One will have had some impact on Southport's trading importance but it is important that the evidence gathered within the study is carefully monitored competitive position to ensure that the increasing voids are a reflection of the economic situation and increased competition from Liverpool rather than the start of a significant decline.'</p> <p>Again, this implies a need for continuous monitoring, and the Council is in discussions with WYG about the possibility of undertaking annual, cost effective, health checks for</p>	

	Bootle and Southport.
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Environmental Sustainability

<u>Agree a new Sustainable Community Strategy and LDF Core Strategy with our partners to give strategic direction to the sustainable development of the borough</u>		Delayed Red R
Pr og re s s	Sustainable Community Strategy due to be fully revised in 2010-11. Core Strategy has been delayed due to the need to carry out a Green Belt study in order to identify land on which development needs may be met.	
Iss ue s	The Green Belt study has now been commissioned and is due to be complete by September. This will feed into the next stage of Core Strategy preparation which is the publication of a Preferred Strategy in October	

<u>Encourage the use of alternatives to the private car for journeys to, from and around the Borough</u>		Delayed Red R
P r o g r e s s	~ While work on the compilation of school travel plans is going well (17 plans for year), it has not been possible to progress work place travel plans. This is due to an internal re-organisation which has resulted in loss of staff resources for this element. Proposals to restore staff resource are being pursued for 2010/11. Following the results of public consultation one major scheme within the Southport Cycle Town Action Plan has had to be revised, which has impacted on delivery of the rest of the programme. Revised programme, including alternative schemes, has now been developed.	

<u>Develop masterplan visions for sustainable communities as part of Housing Market Renewal activity</u>		On Hold Amber A
P r o g r e s s	Masterplans are in place for 4 of the 5 HMRI neighbourhoods. The outstanding neighbourhood is Seaforth-Waterloo. A Masterplan for this area can only be developed once the Council's Planning Core Strategy is approved; which will be post 2011.	

Update on the National Indicators
Key

R = Regional Average
N = National Average

- ☺ Performance is above Regional/National average
- ☺+ Performance is 10%+ above Regional/National average
- ☺ Performance is equal to Regional / National average
- ☹ Performance is below Regional/National average
- ☹- Performance is 10%+ below Regional/National average

OP = Open Place Website
Q = Quartile position, scale 1-4 1 = best and 4 = worst
09/10 The latest data in SPRINT - quarter 4 2009/10 or projection 2009/10

DOT = Direction of Travel using latest quarter or projection

- ↑ Performance is improving
- ↓ Performance is deteriorating
- Performance is constant

R = Rated as Red A = Rated as Amber

LAA = LAA Indicator

Stronger Scorecard

		OP	R	N	Q	09/10	DOT
NI 1 ↑	% of people who believe people from different backgrounds get on well together in their local area	81	☺ +	☺	1		↓ A
NI 4 ↑	% of people who feel they can influence decisions in their locality	23.2	☹ -	☹ -	4	24T	↑ R
NI 5 ↑	Overall/general satisfaction with local area	79.2	☺	☹	2		↓ A
NI 6 ↑	Participation in regular volunteering	18.3	☹ -	☹ -	4		R
NI 7 ↑	Environment for a thriving third sector	15.5	☹ -	☹	3		R
NI 8 ↑	Adult participation in sport and active recreation	18.9	☹ -	☹ -	4	24.76T	↑ A
NI 9 ↑	Use of public libraries	45.8	☹	☹	3	45.8	→ A
NI 11 ↑	Engagement in the Arts	39.8	☹	☹	3	39.8	→ A
NI 14 ↓	Avoidable contact: The average number, of customer contacts per received customer request	11.75				16.3	↓ A

Safer Scorecard

		OP	R	N	Q	LY	DOT
NI 15 ↓	Serious violent crime rate	0.7 124	😊 +	😊 +	2	169	↓ A
NI 16 ↓	Serious acquisitive crime rate	11.2 3094	😊 +	😊 +	1	3215	↓ A
NI 17 ↓	Perceptions of anti-social behaviour	22.6 LAA	😊	😞 -	3		A
NI 17b ↓	Perceptions of anti-social behaviour (Tracker Survey figs)	5.36				5.31T	↑
NI 18 ↓	Adult re-offending rates for those under probation supervision	3.4	😞 -	😞 -	4		R
NI 19 ↓	Rate of proven re-offending by young offenders	0.4	😊 +	😊 +		0.64	↓ A
NI 20a ↓	Assault with injury crime rate (Numbers)	1238 LAA				1019	↑
NI 20b ↓	Assault with injury crime rate(Ratio)	4.2 LAA	😊 +	😊 +	1	3.58	↑
NI 21 ↑	Dealing with local concerns about anti-social behaviour and crime by the local council and police	29.4	😊 +	😊 +	1		
NI 21b ↑	Dealing with local concerns about anti-social behaviour and crime by the local council and police	53.6 LAA				56.6T	↑

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		OP	R	N	Q	LY	DOT
NI 22 ↑	Perceptions of parents taking responsibility for the behaviour of their children in the area	30.3	😊 +	😊	2		
NI 27 ↑	Understanding of local concerns about anti-social behaviour and crime by the local council and police	27.6	😊	😊 +	1		
NI 28 ↓	Serious knife crime rate per thousand	100				98	↑
NI 29 ↓	Gun crime rate per thousand	31				17	↑
NI 30 ↓	Re-offending rate of prolific and priority offenders	0.8 48% LAA	😊 +	😊 +		55.8%	↓ A
NI 32 ↓	Repeat incidents of domestic violence	17.3				18	↓ A
NI 34 ↓	Domestic violence – murder	2					
NI 35 ↑	Building resilience to violent extremism	2.8	😊 +	😊 +		2.25	↓ A
NI 35a ↑	- Understanding of and engagement with local communities	3	😊 +	😊 +		3	→
NI 35b ↑	- Knowledge and understanding of the drivers and causes of violent extremism and the Prevent objectives	3	😊 +	😊 +		2	↓ A
NI 35c ↑	- Development of a risk-based preventing violent extremism action plan in support of delivery of the Prevent objectives	3	😊 +	😊 +		2	↓ A

		OP	R	N	Q	LY	DOT
NI 35d ↑	- Effective oversight delivery and evaluation of projects and actions	2	☹️	☹️	-	2	➡️ R
NI 38	Drugs related (class A) offending rate	450				432E	⬆️
NI 39 ↓	Rate of Hospital Admissions per 100000 for Alcohol Related Harm LAA	1996	😊	☹️	-	4 2155P	⬇️ R
NI 40 ↑	Drug users in effective treatment	64 1250			2	1258E	⬆️
NI 41 ↓	Perceptions of drunk or rowdy behaviour as a problem	33.3	☹️	☹️	-	3	R
NI 42 ↓	Perceptions of drug use or drug dealing as a problem	38.7	☹️	☹️	-	3	R
NI 43 ↓	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	11.2	😊	😊	+	2 4.3	⬆️
NI 44	Ethnic composition of offenders on Youth Justice System disposals						
NI 44 ↓	- White	0.9			2	0.9	➡️
NI 44 ↓	- Mixed	-0.8			4	-0.2	⬇️ A
NI 44 ↓	- Black or black British	-0.4			3	0.00	⬆️
NI 44 ↓	- Asian or Asian British	0.00			1	-0.4	⬆️
NI 44 ↓	- Chinese/other	-0.5			2	-0.30	⬇️ A
NI	Young offenders'	75.7	😊	😊	1	81.8	⬇️

		OP	R	N	Q	LY	DOT
45 ↑	engagement in suitable education training and employment		+	+			A
NI 47 +%	People killed or seriously injured in road traffic accidents LAA	-2			4	4.5E	⬇️ A
NI 48 +%	Children killed or seriously injured in road traffic accidents	0			3	-2.3P	⬇️ A

Collection begins in 2009/10
 NI 026 Specialist support to victims of a serious sexual offence
 NI 036 Protection against terrorist attack

CYP Be Healthy Scorecard

		OP	R	N	Q	LY	DOT
NI 50 ↑	Emotional health of children	57.2	😊	😊	2	57.2	⬇️ A
NI 51 ↑	Effectiveness of child and adolescent mental health (CAMHS) services LAA	15	😊	😊	3	15	⬆️
NI 52a ↑	Take up of school lunches - Primary School	40.7	☹️	😊	-	3 47.8	⬆️ A
NI 52b ↑	Take up of school lunches - Secondary School	42.2	☹️	😊	+	2 41.5	⬇️ A
NI 53 ↑	Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12 LAA	27.4			4	26.8	⬇️ A

		OP	R	N	Q	LY	DOT
NI 53b ↑	Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12 - breast feeding coverage	99.1			1	99.1	↓ A
NI 54 ↑	Services for disabled children	62	😊	😊	2	62	↑
NI 55 ↓	Obesity in primary school age children in Reception	9.	☹️	☹️	2	9.7	→ A
NI 56 ↓	Obesity in primary school age children in Year 6 LAA	17.8	😊	😊	2	18.5T	↓ A
NI 57	Children and young people's participation in high-quality PE and sport	81	😊	😐		53.5P	↓ A
NI 58 ↓	Emotional and behavioural health of children in care	13.4	😐	😊	2	11.9	↑

CYP Stay Safe Scorecard

		OP	R	N	Q	LY	DOT
NI 59 ↑	Percentage of initial assessments for children's social care carried out within 7 working days of referral	65	☹️	☹️	4	65	↓ R
NI 60 ↑	Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement.	70	☹️	☹️	4	82	↑ A

		OP	R	N	Q	LY	DOT
NI 61 ↑	Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	78.9	😊	😊	2	72	↓ A
NI 62 ↓	Stability of placements of looked after children: number of placements LAA	12.6	☹️	☹️	3	12	↑ A
NI 63 ↑	Stability of placements of looked after children: length of placement	67.9	😊	😊	2	68	↑ A
NI 64 ↓	Child Protection Plans lasting 2 years or more	4.8	☹️	😊	2	12.8	↓ A
NI 65 ↓	Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time	14	☹️	☹️	3	16.6	↓ R
NI 66 ↑	Looked after children cases which were reviewed within required timescales	97.6	😊	😊	1	95	↓ A
NI 67 ↑	Percentage of child protection cases which were reviewed within required timescales	100	😊	😊		100	→
NI 68 ↑	Referrals to children's social care going on to initial assessment	71.6	😊	😊	2	73	↑
NI 69 ↓	Children who have experienced bullying	28.4	☹️	😊	2	28.4	↑
NI 70 ↓	Reduce emergency hospital admissions caused by unintentional & deliberate injuries to children & young people	129.2	😊	☹️	3	112.3	↑

		OP	R	N	Q	LY	DOT
NI 71 ↓	Children who have run away from home/care overnight	8	😊	😊		8	↓ A

CYP Enjoy & Achieve Scorecard

		OP	R	N	Q	LY	DOT
NI 72 ↑	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social, Emotional Development, Communication Language and Literacy	47	😞	😞	4	48P	↑ A
NI 73 ↑	Achievement at level 4 or above in both English and Maths at Key Stage 2	76	😊	😊	1	80P	↑
NI 73a ↑	Achievement at level 4 or above in both English and Maths at Key Stage 2	80	😊	😊			
NI 73b ↑	Achievement at level 4 or above in both English and Maths at Key Stage 2	74	😊	😊			
NI 75 ↑	Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	53.2	😊	😊	2	55.5P	↑

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		OP	R	N	Q	LY	DOT
NI 76 ↓	Reduction in the number of schools where fewer than 55% of Pupils achieve level 4 or above in both English and Maths at KS2	2			1	2	→
NI 78 ↓	Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor)	3			4	3	→
NI 79 ↑	Achievement of a Level 2 qualification by the age of 19	81.1	😊	😊	1	79P	↓ A
NI 80 ↑	Achievement of a Level 3 qualification by the age of 19	51.2	😊	😊	2	52P	↑
NI 81 ↓	Inequality gap in the achievement of a Level 3 qualification by the age of 19	26.3	😊	😞	2	26P	↑ A
NI 82 ↑	Inequality gap in the achievement of a Level 2 qualification by the age of 19	62.7	😊 +	😊 +	1	62P	↓ A
NI 84 ↑	Achievement of 2 or more A*- C grades in Science GCSEs or equivalent	64.2	😊 +	😊 +	1	61P	↓ A
NI 85	Post-16 participation in physical sciences						
NI 85a ↑	- A Level Physics	119	😞	😞	2	89P	↓ R
NI 85b ↑	- A Level Chemistry	183	😞	😞	2	123P	↓ R

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		OP	R	N	Q	LY	DOT
NI 85c ↑	- A Level Maths	267	☹️	☹️	2	180P	↓ R
NI 86 ↑	Secondary schools judged as having good or outstanding standards of behaviour	90	😊 +	😊 +	1	90	↓ A
NI 87 ↓	Secondary school persistent absence rate LAA	4.3	😊 +	😊 +	1	4.4P	↓ A
NI 88 ↑	Number of Extended Schools	89	😊	😊	2	89	→
NI 89A ↓	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category – no of schools	0	😊 +	😊 +	1	0	→
NI 89b ↓	Reduction of number of schools judged as requiring special measures and improvement in time taken to come out of the category- average time	0	😊 +	😊 +			
NI 90 ↑	Take up of 14-19 learning diplomas	22	☹️ -	☹️ -		154P	↑ A
NI 91 ↑	Participation of 17 year-olds in education or training LAA	80	😊	😊	2	81	↑
NI 92 ↓	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest LAA	31.5	😊	😊	1	30P	↑

		OP	R	N	Q	LY	DOT
NI 93 ↑	Progression by 2 levels in English between Key Stage 1 and Key Stage 2 LAA	84	😊	😊	1	84E	→
NI 93a ↑	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	85	😐	😊			
NI 93b ↑	Progression by 2 levels in English between Key Stage 1 and Key Stage 2	83	😊	😊			
NI 94 ↑	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 LAA	84	😊	😊	1	84E	→
NI 94a ↑	Progression by 2 levels in Maths between Key Stage 1 and Key Stage	82	😐	😊			
NI 94b ↑	Progression by 2 levels in Maths between Key Stage 1 and Key Stage	85	😊	😊			
NI 99 ↑	Looked after children reaching level 4 in English at Key Stage 2 LAA	58	😊 +	😊 +		65.6P	↑
NI 100 ↑	Looked after children reaching level 4 in mathematics at Key Stage 2 LAA	58	😊 +	😊 +		65P	↑
NI 101 ↑	Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics) LAA	9.9				25P	↑

		OP	R	N	Q	LY	DOT
NI 102a ↓	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Key Stage 2 Gap LAA	24.2	☹️	☹️	1	20P	↑ A
NI 102b ↓	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 - Key Stage 4 Gap LAA	31.8	☹️	☹️	4	29P	↑ A
NI 103 ↑	Special Educational Needs – statements issued within 26 weeks	96	😊	😊	2	96.7	↑
NI 103b ↑	Special Educational Needs – statements issued within 26 weeks	54	☹️	☹️			A
NI 104 ↓	The Special Educational Needs (SEN)/non-SEN gap - achieving Key Stage 2 English and Maths threshold	51	😊	😊	1	48P	↑
NI 105 ↓	The Special Educational Needs (SEN)/non-SEN gap - achieving 5 A*- C GCSE including English and Maths	48	☹️	☹️	4	53P	↓ R
NI 106 ↑	Young people from low income backgrounds progressing to higher education	20	😊 +	😊 +	4	25P	→
NI 107 ↑	Key Stage 2 attainment for Black and minority ethnic groups	80	😊	😊		79P	↑

		OP	R	N	Q	LY	DOT
NI 108 ↑	Key Stage 4 attainment for Black and minority ethnic groups	45.7	😊	😊		57.4P	↑
NI 109 ↑	Number of Sure Start Children Centres	100	☹️	☹️		100	↑ A
NI 199 ↑	Children and young people's satisfaction with parks and play areas	54.9	😊	😊	2	54.9	↑

CYP Positive Contribution Scorecard

		OP	R	N	Q	LY	DOT
NI 110 ↑	Young people's participation in positive activities LAA	66	😊	😊	3	66	↓ A
NI 111 ↓	First time entrants to the Youth Justice System aged 10-17 LAA	1280	😊 +	😊	2	1208	↑
NI 112 ↑	Under 18 conception rate the rate per 1,000 LAA	-9.1			3	30.5	→ A
NI 113a ↑	Screening Volumes of Chlamydia in under 25 year olds -Testing of Chlamydia in under 25 year olds	20.1	😞	😞	3	12.9	↑ A
NI 113a ↓	Prevalence of Chlamydia in under 25 year olds - positive result	12.9	😊 +	😊 +	3	16P	↓ A
NI 114 ↓	Rate of permanent exclusion from school	0.07	😊 +	😊 +	1	0.05P	↑
NI 115 ↓	Substance misuse by young people LAA	12.2	😞 -	😞 -	4	12.2	→ A

CYP Economic Wellbeing Scorecard

		OP	R	N	Q	LY	DOT
NI 116 ↓	Proportion of children in poverty LAA	20.4	😊 +	😊		24.1E	↓ A
NI 117 ↓	16 to 18 year olds who are not in education training or employment (NEET)	7.6	😊	😞 -	3	6.5	↑
NI 118 ↑	Take up of formal childcare by low-income working families	21.5	😊	😊 +	1	22E	↑

Adult Health & Wellbeing Scorecard

		OP	R	N	Q	LY	DOT
NI 119 ↑	Self-reported measure of people's overall health and wellbeing	74.6	😊	☹️	3		A
NI 120 ↓	All-age all cause mortality rate	630	😊	☹️	3	493T	↑ A
NI 120a ↓	All-age all cause mortality rate – Female LAA	537	😊	☹️	3	537	→ A
NI 120b ↓	All-age all cause mortality rate – Male LAA	753	😊	☹️	3	753	→ A
NI 121 ↓	Mortality rate from all circulatory diseases at ages under 75	74.7	😊 +	☹️	2		A
NI 121a ↓	Mortality rate from all circulatory diseases at ages under 75 - Female	42.3	😊 +	😊	2		
NI 121b ↓	Mortality rate from all circulatory diseases at ages under 75 - Male	112	😊	☹️	2		A
NI 122 ↓	Mortality rate from all cancers at ages under 75	132	☹️	☹️	4		R
NI 122a ↓	Mortality rate from all cancers at ages under 75 - Female	118	☹️	☹️	3		R
NI 122b ↓	Mortality rate from all cancers at ages under 75 - Male	148	☹️	☹️	3		R
NI 123 ↑	Stopping smoking LAA	887	😊 +	😊 +	1	1175P	↑

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		OP	R	N	Q	LY	DOT
NI 124 ↑	People with a long-term condition supported to be independent and in control of their condition LAA	73	☹️	☹️	3		R
NI 125 ↑	Achieving independence for older people through rehabilitation/intermediate care	72.6	☹️	☹️	3	83.1	↑ A
NI 126 ↑	Early access for women to maternity services						
NI 127	Self reported experience of social care	Collection begins in 2009/10				71	
NI 128	User reported measure of respect and dignity in their treatment					92.5	
NI 129 ↑	End of life care - access to appropriate care enabling people to be able to choose to die at home	21	😊	😊	2		
NI 130 ↑	Social Care clients receiving Self Directed Support per 100000 population	228.4	☹️	☹️	3	6	↑ A
NI 131 ↓	Delayed transfers of care	10.6	😊 +	😊 +	2		
NI 134 ↓	The number of emergency bed days per head of weighted population LAA	2111 47	😊 +	😊 +	3	19782 8T	↑
NI 135 ↑	Carers receiving needs assessment or review and a specific carer's service or advice and information	31	😊 +	😊 +	1	32.3	↑

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		OP	R	N	Q	LY	DOT
NI 136 ↑	People supported to live independently through social services (all adults) LAA	3037	😊 +	😞		3065	↑ A
NI 137f ↑	Healthy life expectancy at age 65 - Females	13	😊	😞			A
NI 137 m↑	Healthy life expectancy at age 65 - Males	12	😊	😞			
NI 138 ↑	Satisfaction of people over 65 with both home and neighbourhood	88.3	😊	😊	1		
NI 139 ↑	The extent to which older people receive the support they need to live independently at home	30.2	😞	😊	2		A
NI 141 ↑	Percentage of vulnerable people achieving independent living LAA	80.1 8	😊	😊	2	80.95	↑
NI 142 ↑	Percentage of vulnerable people who are supported to maintain independent living	98.3 1	😞	😞	3	98.96	↑ A
NI 143 ↑	Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	82.1	😊	😊	1		A
NI 144 ↑	Offenders under probation supervision in employment at the end of their order or licence	42.7	😞	😞	3		A
NI 145 ↑	Adults with learning disabilities in settled accommodation	75.5	😊 +	😊 +	2	79.9	↑

		OP	R	N	Q	LY	DOT
NI 146 ↑	Adults with learning disabilities in employment	3.3	😞 -	😞 -	4	4.1	↑ A
NI 147 ↑	Care leavers in suitable accommodation	89.5	😊	😞	3	84	↓ A
NI 148 ↑	Care leavers in education employment or training	73.7	😊 +	😊 +	1	56	↓ A
NI 149 ↑	Adults in contact with secondary mental health services in settled accommodation	0.9	😞 -	😞 -	4	5.9	↑ A
NI 150 ↑	Adults in contact with secondary mental health services in employment	0.9	😞 -	😞 -	4	0.4	↓ R

Local Economy Scorecard

		OP	R	N	Q	LY	DOT
NI 151 ↑	Overall Employment rate (working-age)	73.4	😊	😊	2	72.3	↓ A
NI 151f ↑	Overall Employment rate (working-age) female	71.2	😊	😊			
NI 151m ↑	Overall Employment rate (working-age) male	75.5	😊	😞			
NI 152 ↓	Working age people on out of work benefits	16.7	😞	😞	3	17.2E	↓ R
NI 153 ↓	Working age people claiming out of work benefits in the worst performing neighbourhoods LAA	33.7	😞	😞	4	34.4E	↓ R
NI 154 ↑	Net additional homes provided LAA	95			4		
NI 155 ↑	Number of affordable homes delivered (gross)	100			4		
NI 156 ↓	Number of households living in Temporary Accommodation	10			1	8	↑
NI 157	Processing of planning applications as measured against targets for 'major' 'minor' and 'other' application types						
NI 157a ↑	- Major Applications	83.3	😊	😊 +	2	88.33	↑
NI 157b ↑	- Minor Applications	85.7	😊	😊	2	85.71	↑

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		OP	R	N	Q	LY	DOT
NI 157c ↑	- Other Applications	92.5	😊	😊	1	91.84	↓ A
NI 158 ↓	% non-decent council homes	32.4	😊	😊			A
NI 159 ↑	Supply of ready to develop housing sites	77	😞	😞	4		A
NI 160 ↑	Local Authority tenants' satisfaction with landlord services						
NI 161 ↑	Number of Level 1 qualifications in literacy (including ESOL) achieved	1601	😊	😊	2	1601	→
NI 162 ↑	Number of Entry Level qualifications in numeracy achieved	203			3	203	↑
NI 163 ↑	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher LAA	68.8	😊	😞	3	68.8	→ A
NI 164 ↑	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 3 or higher LAA	49.2	😊	😞	2	49.3E	↑ A
NI 165 ↑	Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher	29.7	😊	😞	2	30.4E	↑ A
NI 166 ↑	Median earnings of employees in the area	422.2	😞	😞	4	422.2	↓ R

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		OP	R	N	Q	LY	DOT
NI 167 ↓	Congestion – average journey time per mile during the morning peak 5 LAA					4.24T	A
NI 168 ↓	Principal roads where maintenance should be considered	8	☹	☹	4	8	→ A
NI 169 ↓	Non-principal classified roads where maintenance should be considered	7	☹	😊	2	7	→
NI 171 ↑	New business registration rate LAA	39.8	☹	☹	4	40E	↑ A
NI 172 ↑	Percentage of small businesses in an area showing employment growth	14.3	☹	😊	3	13.9	↑ A
NI 173 ↓	Flows on to incapacity benefits from employment	0.7	😊	☹	4	0.6	↑ A
NI 175 ↑	Access to services and facilities by public transport, walking and cycling	77					
NI 175b ↑	Access to services and facilities by public transport, walking and cycling						
NI 176 ↑	Working age people with access to employment by public transport (and other specified modes)	82	😊	😊	3		A
NI 177 ↑	Local bus passenger journeys originating in the authority area	148.7					
NI 178 ↑	Bus services running on time - Proportion running on time (%)	80.6					

		OP	R	N	Q	LY	DOT
NI 178B ↑	Bus services running on time - Average waiting time (Number)	2.34					
NI 179 ↑	Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	7336	☹	☹		8710	↑ A
NI 181 ↓	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	18				18	
NI 182 ↑	Satisfaction of businesses with local authority regulation services	77			2	73	↓ A

Environment Sustainability Scorecard

		OP	R	N	Q	LY	DOT
NI 185 ↓	CO2 reduction from Local Authority operations						
NI 186 ↓	Per capita reduction in CO2 emissions in the LA area	1.4	😊	😊			
NI 187A ↓	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	7	☹	😊	2	10	↓ A
NI 187B ↓	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	34	😊	☹	2	34	→ A

		OP	R	N	Q	LY	DOT
NI 188 ↑	Planning to Adapt to Climate Change LAA	1	☹️	☹️		2	↑
NI 189 ↑	Flood and coastal erosion risk management	100	😊	😊			
NI 190 ↑	Achievement in meeting standards for the control system for animal health	Collection begins in 2009/10				1.7	
NI 191 ↓	Residual household waste per household	535	😊 +	😊 +	1	513	↑
NI 192 ↑	Percentage of household waste sent for reuse recycling and composting	37.7	😊 +	😊	2	39.38	↑
NI 193 ↓	Percentage of municipal waste landfilled LAA	60.5				58.58	↑
NI 194 ↓	Level of air quality – reduction in NOx and primary PM10 emissions through local authority's estate and operations.					3	
NI 195	Improved street and environmental cleanliness						
NI195 a↓	- Levels of Litter LAA	15	☹️ -	☹️ -	4	16	↓ R
NI195 b↓	- Levels of Detritus LAA	20	☹️ -	☹️ -	4	23	↓ R
NI195 c↓	- Levels of Graffiti LAA	11	☹️ -	☹️ -	4	12	↓ R
NI195 d↓	- Levels of Fly Posting LAA	2	☹️ -	☹️ -	4	2	→ A
NI196 ↓	- fly tipping	3	☹️ -	☹️ -	3	2E	↑ A

		OP	R	N	Q	LY	DOT
NI197 ↑	Improved local biodiversity – active management of local sites	25	☹️	☹️ -	3	2.81	↑ A
NI198 ↓	Children travelling to school – mode of travel usually used	46.5	☹️ -	☹️ -			R

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Agenda Item 7

REPORT TO: CABINET MEMBER (Performance & Governance)
CABINET MEMBER (Corporate Services)
CABINET MEMBER (Communities)

DATE: 4th August 2010
15th September 2010
11th August 2010

SUBJECT: Chief Executive's Departmental Service Plan 2010-11

WARDS AFFECTED: All

REPORT OF: Assistant Chief Executive

CONTACT OFFICER: Samantha Tunney: 0151 934 4039
Sue Varga: 0151 934 4602

**EXEMPT/
CONFIDENTIAL:** No

PURPOSE/SUMMARY:

To seek approval of the Chief Executive's 2010/11 Departmental Service Plan

REASON WHY DECISION REQUIRED:

To approve the proposed actions/activities of the Chief Executive's Department as contained in the Service Plan attached to the report.

RECOMMENDATION (S):

The Cabinet Member is recommended to:

1. Note the progress made on 2009/10 actions and
2. Agree the intended action plans for 2010/11 which are already underway.

KEY DECISION: No

FORWARD PLAN: Not appropriate

IMPLEMENTATION DATE: .

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ALTERNATIVE OPTIONS: N/A

IMPLICATIONS:

Budget/Policy Framework:

Financial: Financial: There are no direct financial implications arising from this report, as these have all been considered and taken account of in the Council's overall budget.

<u>CAPITAL EXPENDITURE</u>	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

Legal: None

Risk Assessment: None

Asset Management: None

CONSULTATION UNDERTAKEN/VIEWS:

Not Applicable.

CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	√		
2	Creating Safe Communities	√		
3	Jobs and Prosperity	√		
4	Improving Health and Well-Being	√		
5	Environmental Sustainability	√		
6	Creating Inclusive Communities	√		
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People	√		

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT

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1. Introduction

- 1.1 As part of the corporate performance management framework, service areas are required to present to their Cabinet Member a service plan for the coming year. The attached document contains a number of service priorities which will be implemented in pursuit of the achievement of departmental service objectives.

2. The Chief Executives Department Service Plan

- 2.1 The attached Service Plan sets the departments key priorities for 2010/11.
- 2.2 The Chief Executive's Department consists of four separate divisions:
 - ❖ Communications
 - ❖ Performance and Partnerships
 - ❖ Democratic Services (Electoral Services, Scrutiny & Review, Committee & Member Services and Civic and Mayoral Services)
 - ❖ Sefton Equalities Partnership
- 2.3 The functions of the department fall under the responsibility of separate Cabinet Members and the Cabinet as follows:
 - ❖ Cabinet Member for Performance and Governance – Communications and Performance and Partnerships
 - ❖ Cabinet Member for Corporate Services - Democratic Services and Transformation
 - ❖ Cabinet Member for Communities - Sefton Equalities Partnership

3. Chief Executive's Department - Looking Back

- 3.1 In a period of continuing change and development, the various services, which make up the Chief Executives' Department, have risen to the challenges.
- 3.2 Notable achievements from the past year include:-

Strategic

- ❖ Completion of the Governance Review Projects
- ❖ Project lead for the Communications and Performance Improvement Projects, under the Transformation Programme – work to implement is covered in this Service Plan.

Communications

- ❖ Together with the Transformation Team, Informing Sefton Intranet section. Each news sheet attracts an audience of around 4,000 hits from staff. The sheets are also printed by managers for staff who do not have access to the Intranet.
- ❖ Informing Sefton has a continuous front page presence on the Intranet.
- ❖ Full elections media service developed and delivered for both General and Local election, May 2010. Live results service posted on the Sefton Website with media officers feeding results through to the Web Manager as they were announced. These are then updated within minutes of the declaration being made.
- ❖ Media accreditation scheme launched and operated with accredited media from across the country applying for passes.
- ❖ Broadcast liaison arranged for both TV and Radio to ensure correct facilities

and opportunities available

Performance and Partnerships

- ❖ Key role in supporting achievement of Strategic and Corporate Management of the Council
- ❖ Continued support for LAA including co-ordination of re-refresh process
- ❖ A new performance management framework has been developed as part of the Governance Review it has been approved by Members and the detail of how it will work need to be expanded.
- ❖ Established a Sefton Understood Group with partners which supported the creation of a single core evidence base which has been discussed with Members and the SBP Board.
- ❖ Used the single evidence base to produce an initial priorities framework.
- ❖ Produced a draft Story of Place for Sefton.
- ❖ The development of the partnership database. There was an initial list of 250, which has been reduced to 99. Of which 40 are identified as 'significant partnerships'

Democratic Services

- ❖ Successful delivery of the combined parliamentary and local elections.
- ❖ High quality support for the democratic and school appeal processes
- ❖ A well-attended overview and scrutiny away day to gain Members views on the shape of the scrutiny function in the future
- ❖ A successful Mayoral year and installation ceremony
- ❖ A thriving twinning and cultural links programme

Sefton Equalities Partnership

- ❖ The Council is on course to achieving the target of Excellence on the new equality framework by March 2011. The Council is currently at 55% on the new EFACT performance Management system. It is important to note this new framework replaces the Equality Standard that previously had five levels
- ❖ The Council working in partnership have replaced their 3 specific duties/schemes around race disability and gender and incorporated them into Seftons Single Equality Scheme
- ❖ A number of key work streams on the Single equality scheme around Equality impact assessments, monitoring, positive action, consultation and engagement and procurement have taken place via the single equality scheme working group

4. Chief Executive's Department - Looking Forward

4.1 The next three years will continue to be testing for the Department with specific service areas addressing the issues identified below

- ❖ The Conservative led Coalition Government has started with a programme of reducing the budget deficit. This is to a very tight timescale with initial cuts being felt in this financial year to the tune of £6billion nationally and expected further cuts of approximately £32billion for the next financial year. This will have a massive impact on public sector spending and as a Council we have to react to this huge challenge. In Sefton this is likely to mean savings to be made by the Council in the region of £53 million over the next three years.
- ❖ Alongside the reduction in the deficit there are a number of coalition measures badged under the 'big society', which is an emerging entirely clear policy direction which has a number of identifiable strands. Localism, meaning decisions being made closer to local people, probably at

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neighbourhood level (rather than local authority level). Increasing everyone's civic participation with policy options of free schools and the push for more voluntary, faith and community sector involvement in service delivery. At an individual level there is the expectation of more transparency for local people, certainly from their Councils, such as publication of spend over a certain level and the understanding of salaried staff within local authorities.

- ❖ The abolition of the Comprehensive Area Agreement (CAA) regime and the end of the Tell Us survey and the postponement of the Place Survey. In other areas the future is less certain, for example the correspondence and messages around Local Area Agreements, and Tenants Survey.
- ❖ To date nothing specific has been mentioned in relation to the use and reporting of National Indicators, although the general expectation is that further guidance will be published at some point in the future.
- ❖ A workstream of the Strategic Budget Review which includes the rationalisation of all performance, research, intelligence, policy and communications functions, will create the infrastructure to provide an Intelligence Function for the Council, underpinning the performance Improvement agenda, and support a move to smart commissioning.
- ❖ A new communications strategy will be developed as part of the Communications Review being led by the Assistant Chief Executive.

5. Recommendations

The Cabinet Member is recommended to:

1. Note the progress made on 2009/10 actions and
2. Agree the intended action plans for 2010/11 11 which are already underway.

SERVICE PLANNING – 2010/11

Introduction

The Strategic Leadership Team at its meeting on 11th March agreed that there will be a revised approach to service planning this year and this lighter touch approach was supported by the Cabinet Member for Performance and Governance. The rationale for this is twofold; first the provision of high-level priorities from services will improve the prioritisation process currently taking place and secondly the corporate plan and sustainable community strategy can be revised following that prioritisation process so a simplified approach is appropriate for services this year.

The organisational and service delivery changes will mean, in some cases, radical rewrites of the current plans. There will, following the prioritisation exercise, need to be a refresh of Cabinet Member Portfolios, which as part of the governance review, has been agreed will be put back until the Council has determined its priorities which will be made clear through changes around the transformation programme.

The Cabinet Member for Performance and Governance has been consulted and has agreed a simpler approach as an interim measure whilst the prioritisation exercise takes place, on the understanding that we will develop a new approach for next year.

The simplified approach

All Service Directors were requested to complete the attached one-page proforma. Each Director was requested to identify a maximum of 6 priorities for all service areas they're responsible for. The purpose of this one page is:

- to list the key priorities of the service,
- the reason these are priorities,
- the main actions that will be undertaken in the next year,
- and to identify the resources and key performance indicators associated with them.

In thinking about priorities, Service Directors were asked to think about the 'must do's' – i.e. we cannot deliver our desired outcomes, not legal without this, unsafe without it, not financially viable without it.

At the same time, Service Directors were also asked to think about what would be desirable, but not essential; likely to be painful to leave out, but is still possible. This thinking has helped shape the content of Service Plans in 2010/11.

March 2010 to March 2011

Name of Directorate: Chief Executive

Name of Service / Team: **Communications**

Priorities for the Service	<p>1. Development of a Corporate approach to branding, communications, public relations, marketing, advertising, print production, media management, consultation and engagement, by maximising the opportunities of available and emerging technologies, such as the web, video, social marketing and social media, with the aim of enhancing the image/perception of the Council, through effective engagement, consultation and information management among its communities.</p>	Why are they priorities?	<p>The public are entitled to information about and need to be able to influence, and be involved in the design and delivery of services that impact on their lives.</p>
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Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
1	<p>1. The development of a Corporate Communications Strategy for the Council and implementation Plan.</p> <p>2. The development of a Communications Strategy and Plan for the Local Strategic Partnership.</p> <p>3. Implementation of the objectives within the Communications Project Initiation Document (PID)</p>	Yes	March 2011	<p>Develop a truly corporate approach for all communications activity. Prioritise and enhance corporate brand, create a single message culture and achieve a Corporate Saving of £250,000.</p> <p>Plan to achieve a proportion of the £1m saving for integration in the MTFP in 2011/12.</p>

March 2010 to March 2011

Name of Directorate: Chief Executive

Name of Service / Team: **Performance & Partnerships**

Priorities for the Service	2. Development and Implementation of the Performance PID	Why are they priorities?	Ensure the Council's Performance & Intelligence function can drive improvement and facilitate challenge Thematic responsibilities under revised SLT management structure
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Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
2	4. Implementation of the objectives within the Performance Project Initiation Document (PID)	Yes	March 2011	Plan to achieve a proportion of the £1m saving for integration in the MTFP in 2011/12.
2	5. Embed the Council's new performance management framework.	Yes	March 2011	Sefton MBC will have clearer arrangements in terms of monitoring, improving and reporting performance to stakeholders. The relationship between partners in the achievement of strategic priorities/targeted performance will be significantly strengthened. In addition, there is an ambition to have increased collaborative working, which will reduce data/performance burdens and costs. The role of Members in terms of assessing best practice and reviewing/challenging performance will also be developed and strengthened.
2	6. Lead responsibility for data quality; and ensure data quality	Yes	March 2011	There will be a refreshed data quality policy for the Council, and where applicable partners.

Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
	standards are adhered to by all directorates.			Data quality standards will be produced, and will be regularly reviewed at a departmental level to ensure adherence to the policy.
2	7. Strengthen the Council's existing intelligence arrangements, and have lead responsibility for corporate intelligence.	Yes	March 2011	<p>The Council's corporate intelligence function will be significantly strengthened, with strategic and corporate intelligence e.g. demographic information, being provided by the Performance & Intelligence Team.</p> <p>Strengthening corporate intelligence will:</p> <ul style="list-style-type: none"> a. Reduce data collection between and across directorates/services. b. Enable services to focus and use information which is absolutely relevant to the service. c. Reduce costs in terms of officer time and/or system support in collecting, analysing and reporting data.

Priorities for the Service	3. Development of Sustainable Community Strategy and Corporate Plan to drive improvement.	Why are they priorities?	Thematic responsibilities under revised SLT management structure Comprehensive Area Assessment
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Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
3	8. Refresh and development of the Sustainable Community Strategy	Yes	March 2011	<p>The borough of Sefton will have a 15 year strategic plan with clearly identified priorities, sub-priorities and underpinning strategies/action plans. The SCS will also state how partners, working alone or in partnership, will contribute towards these priorities. This is important to set the vision for public service in the coming years.</p> <p>A refresh mechanism will be built into the strategy, enabling priorities to be changed or new priorities incorporated. This mechanism will be intelligence-led in support of any amendments/inclusions.</p> <p>In terms of measures, both national and local performance indicators will be mapped against priorities. In addition, "soft intelligence" such as service-user satisfaction levels, demographic information and resident focus groups, will be used to not only demonstrate performance, but support the need to change/include priorities within the strategy.</p>
3	9. Development of the Council's Corporate Plan 2011-2014	Yes	March 2011	Sefton MBC will have a new Corporate Plan with alignment to the priorities of Sustainable Community Strategy. The Corporate Plan therefore will demonstrate the Council's contribution towards strategic community priorities.

<i>Which Priority does it link to?</i>	<i>What are the main actions which will impact on this priority for 2010-2011</i>	<i>Is it resourced?</i>	<i>Deadline</i>	<i>What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment</i>
				<p>The Corporate Plan will also clearly state the strategic, corporate and service level priorities for the council.</p> <p>In terms of measures, the Corporate Plan will include:</p> <ul style="list-style-type: none"> • Performance against National and local performance indicators • Performance against service standards • Service user satisfaction levels • Strategic, corporate and service delivery risks

March 2010 to March 2011

Name of Directorate: Assistant Chief Executive
 Name of Service / Team: **Democratic Services**

Priorities for the Service	1. To provide a responsive, proactive and efficient support function to the Council's democratic processes	Why are they priorities?	To ensure Democratic Services provide a high quality, sustainable and publicly available committee administration service to the Council, its Members and the Committees upon which they serve.
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Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
COMMITTEE AND MEMBER SERVICES				
1	1. Implement statutory petitions scheme	Yes (for year 1 only)	15 June 2010 (model scheme) 15 December 2010 (e-petitions) – statutory requirements	Increased community engagement in the democratic process – measured by numbers of petitions received.
1	2. Comprehensive review of the Council's Constitution	Within existing budgets	31 st March 2011	Refreshed Constitution incorporating structural changes to the Council – leading to increased understanding by community
1	3. Organise and Clerk School Appeals	Yes – through SLA with Children's Services	31 st March 2011	Robust appeals process in line with statutory guidance – reducing complaints to the Ombudsman is measure of improvement

<i>Which Priority does it link to?</i>	<i>What are the main actions which will impact on this priority for 2010-2011</i>	<i>Is it resourced?</i>	<i>Deadline</i>	<i>What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment</i>
1	4. Revise website content and 'role of Councillor' information	Within existing budgets	31 st March 2011	Set out in Local Democracy, Economic Development and Construction Act 2009 but not yet commenced. Outcome is increased public understanding.
1	5. Roll-out of modern gov functionality <ul style="list-style-type: none"> • action lists • report templates • guidance for report authors • agenda management timetable • electronic report and minutes clearance • e-petitions 	Within existing budgets	31 st March 2011	Reduced paperwork, greater understanding of the democratic process, robust systems for report and minute clearance.
1	6. Member Development: <ul style="list-style-type: none"> • Induction Programme • Personal Development Plans for a minimum of 80% of Councillors 	Within existing budgets	June 2010 October 2010	New Councillors provided with sufficient information and training to fulfil their roles Training opportunities identified and provided to Councillors to enable them to fulfil their role (requirement for Member Development Charter Level 1 re-accreditation)
OVERVIEW AND SCRUTINY				
1	7. Support and advice provided for the review of Overview and Scrutiny and subsequent implementation	Within existing budgets	July 2010	To facilitate a comprehensive review and ensure a successful implementation of any revision to the Overview and Scrutiny structure and to support the scrutiny of partners as required by the Local Government and Public Involvement in Health Act 2009 and the Strengthening Local Democracy White Paper (2009).

Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
1	8. Provide support and assistance to Members of Overview and Scrutiny Committees to develop challenging work programmes in line with the Council's improvement priorities	Within existing budgets	July 2010	Completed scrutiny reviews that significantly contribute to the Council's improvement processes.
ELECTORAL SERVICES				
1	9. To successfully deliver a combined local and parliamentary election in 2010	Part funded centrally	May 2010	Robust election processes with the confidence of voters and candidates.
1	10. To prepare for forthcoming legislation on individual voter registration and quantify the impact on resources this will have	No	September 2010	To prepare adequately for substantial changes in the electoral process
CIVIC AND MAYORAL SERVICES				
1	11. To provide a pro-active, responsive and efficient Mayoral Service	Yes	May 2011	Enhanced civic pride and positive feedback
1	12. To complete the review of the attendants service	Yes	September 2010	To review the attendants service to ensure it meets the current and future needs of the organisation
1	13. To lead on the twinning and cultural links programme	Yes	May 2011	Successful exchanges based on community involvement and evaluation.

March 2010 to March 2011

Name of Directorate: Policy and Partnerships

Name of Service / Team: **Sefton Equalities Partnership**

Priorities for the Service	1. To lead, inform, manage and consolidate the response of the Council and its key partners, through Sefton Equalities Partnership, to meet its statutory requirements and corporate responsibilities in relation to equality, diversity, human rights and public consultation and engagement	Why are they priorities?	<ul style="list-style-type: none"> • Compliance with Public sector equality duties and corporate responsibility • Compliance with Duty to Involve • Compliance with CAA • Align agenda with current governance review of Sefton Borough Partnership
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Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
1	<ol style="list-style-type: none"> 1. To enable Sefton Council and key partners to meet its specific equality duties under race, disability and gender 2. To develop an interim (2010/11) Single Equality Scheme in line with Single Equality Bill 3. Work towards achieving 'excellence' status under the new Equality framework for local Government 	Yes	<p>March 2011</p> <p>March 2011</p> <p>March 2011</p>	<p>Council and key partners are compliant with specific equality duties through, Schemes, action plan and progress reports</p> <p>Equality agenda is widened in line with Single Equality Bill. Scheme delivers against new priorities developed through the Council and the SBP governance review</p> <p>Sefton Council continues to work towards achieving excellence status through refreshed corporate approach and equalities groups</p> <ul style="list-style-type: none"> ➤ EFACT (performance management) ➤ Peer review

Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment
	<p>4. Mainstream Equalities and Diversity and public engagement and consultation back into the corporate structures of Sefton Council as part of performance improvement</p> <p>5. Support the implementation of the public engagement and consultation framework through sefton borough partnership approach and the work of the panel</p> <p>6. To deliver and maintain a comprehensive database of public engagement and consultation activity and intelligence</p> <p>7. To evidence the impact of engagement and consultation activity across the borough</p>		<p>March 2011</p> <p>March 2011</p> <p>March 2011</p>	<p>Improved Knowing and Understanding of communities to assist prioritisation and improving customer outcomes</p> <p>Improved Quality of public consultation and engagement across council and partners</p> <ul style="list-style-type: none"> • NI 4, 3, 5 • Standards • review <p>Improved intelligence around Knowing and understanding our communities</p> <ul style="list-style-type: none"> • Place survey • E consult • Citizens panel • Share point <p>Can evidence outcomes as a result of public consultation and engagement</p> <ul style="list-style-type: none"> • NI 4, 3, 5,14, 21 • Place survey

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REPORT TO: Cabinet Member – Performance and Governance –
Wednesday 4th August 2010

SUBJECT: Partnership Mapping Update

WARDS AFFECTED: All

REPORT OF: Sue Holden, Performance and Partnerships Team

CONTACT OFFICER: Jo Wilcox, Ext 3370

EXEMPT/CONFIDENTIAL: No

PURPOSE/SUMMARY:

The annual governance statement requires the Council to develop and implement governance procedures for all existing and new partnerships, networks and other bodies the Council engages with.

As part of the initial governance review it was recognised that 'other partnerships' was a key workstream. The stage 1 document published in December 2008 identified a number of key tasks. The purpose of the exercise is to help the Council work with its partners to identify all of the partnerships that it is involved with and have good systems of governance to ensure excellent performance.

This report is to provide the Cabinet Member with an update as to the progress of the project.

REASON WHY DECISION REQUIRED:

To ensure that the Cabinet Member (Performance and Governance) is fully informed about the work of this project.

RECOMMENDATION:

The Cabinet Member for Performance and Governance is recommended to:-

- Note the content of this report.

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KEY DECISION: No
FORWARD PLAN: No
IMPLEMENTATION DATE: N/A

ALTERNATIVE OPTIONS:
 There are no other alternative options.

IMPLICATIONS:

Budget/Policy Framework: N/A

Financial:-

There are no immediate financial implications arising from this report. Further reports will identify specific financial implications as necessary.

<u>CAPITAL EXPENDITURE</u>	2006/ 2007 £	2007/ 2008 £	2008/ 2009 £	2009/ 2010 £
Gross Increase in Capital expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N				
How will the service be funded post expiry?				

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Legal: Partnerships will need to be reviewed for obligations on the Council

Risk Assessment: Not applicable

Asset Management: Not applicable

CONSULTATION UNDERTAKEN/VIEWS

There has been engagement with departments through a number of meetings and individual meetings.

A small group has directed this workstream, with Legal and Financial representatives.

CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community		√	
2	Creating Safe Communities		√	
3	Jobs and Prosperity		√	
4	Improving Health and Well-Being		√	
5	Environmental Sustainability		√	
6	Creating Inclusive Communities		√	
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People		√	

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT

Brief to Governance Review Working Group – Thursday 4th February 2010

Note to Senior Leadership Team - Thursday 25th February 2010

Report to Governance Review Working Group – Friday 5th March 2010

Report to Cabinet Member Performance and Governance – Wednesday 17th March 2010

Report to Cabinet Member Performance and Governance – Wednesday 9th June 2010

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1. **Background**

- 1.1 Government policies and legislation frequently involve partnership working. There is a growing policy focus on area governance regional, sub-regional and at neighbourhood level. This may involve local authorities and a variety of partners at each level.
- 1.2 There have been a number of arrangements from Government to improve the governance of partnerships locally. For example, the development of Local Area Agreements (LAAs) aims to help to improve accountability, align budgetary and other processes and streamline decisions on service planning and delivery.
- 1.3 The Council has a history of developing partnerships both within and outside the borough. It is important to recognise the need for delivering shared outcomes and adopting a way of working to ensure consistency, and clearly shows that the partnerships that we are working with provide 'value for money' and 'added value'.
- 1.4 An inter-department group mapped partnerships that the Council was and has been involved with, which was undertaken between August 2009 and December 2009. An initial list of 250 was identified, this was reduced to 99 as there were some duplication of partnerships, some no longer in operation and the remainder were identified as networks, which will be dealt with by a separate, similar 'Phase 2' exercise in due course.
- 1.5 It was agreed and approved by Governance Review Working Group that a partnership is a joint working arrangement (not governed by the Partnership Acts) where the partners:
 - Are otherwise independent bodies
 - Agree to cooperate to achieve common goals and outcomes for the community
 - Share accountability, risks and resources
 - Create an organisational structure with agreed processes and programmes.
- 1.6 A partnership is considered to be a 'significant' partnership if it:
 - Is a legal requirement or based on statutory guidance;
 - Coordinates, commissions to delivers activities at a borough-wide or local level, that substantially contribute towards our Local Area Agreement outcomes; or
 - Has significant (over £50,000 per annum) resources from the Council.

2. **Update**

- 2.1 A web-enabled database has been developed for use to register all existing and new partnerships and search for partnerships relevant to interest area and department.
- 2.2 The database has been successfully populated with details of all identified partnerships, both significant and non-significant. 101 were identified, 37 being identified as 'significant partnerships'. Annex 1 lists the partnerships.

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- 2.3 Training has been provided to a number of identified partnership officers to use the database.
- 2.4 Each partnership officer identified has been asked to undertake a review of the partnership that they are involved with, together with a risk assessment of the same. It is intended that the results will be submitted as a report to SLT for approval, with the outcome presented to Performance and Governance Cabinet Member. Further, the database automatically generates a request to each partnership officer to undertake a review and risk assessment on an annual basis.
- 2.5 The process, which has been developed, will now from an initial stage:
- Build in a simple process of control and put procedures in place to track and identify any risk at the conceptual stage, which will be highlighted and monitored throughout the process to identify and prioritise financial risks to the Council. The first stage will make the business case for any proposed partnerships, detail the reasons for it, highlight the benefits that it would bring to the Council and community and the risks and opportunities and information relating to the costs and timescales;
 - Highlight whether the Council is the accountable body for each significant partnership and what its obligations are; and
 - Assist with the development of the partnership framework and delivery, by establishing/developing/reviewing/improving the proposed memorandum of understanding, ensuring an operational checklist to include: governance, code of conduct, objectives and outcomes, document history management/audit trail, partnership finance and resources, staff/member development, partnership communication and equality and diversity.
 - Align the partnerships with the priorities of the Cabinet Member portfolios, Scrutiny & Review, with the aim that there is more fluidity and SLT and Strategic and Service Directors are made aware of new schemes and potential risks prior to each partnerships reaching Cabinet for approval, resulting with streamlined and succinct reports reaching Cabinet.
 - Ensure that there is sufficient monitoring of each partnership and review and evaluation procedures to ascertain how effective the partnership is and ensure value for money and added value.
 - If the partnership is to be wound up have a satisfactory procedure in place to warrant a safe exit with no ongoing liabilities. Here we can have a forum for exit feedback to share best practice between partnerships that are ending.
- 2.6 The Council's Internal Audit Team have been closely involved with developing the governance procedure, particularly the risk management element. They have approved the same and will continue to closely monitor the identified partnerships, via the new database.

3. Recommendation

The Cabinet Member for Performance and Governance is recommended to:-

- i) Note the content of this report.

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Annex 1

SIGNIFICANT PARTNERSHIPS

Partnership ID No.	Partnership Name - Significant	Responsible Director/Departmental Lead	Inputted onto Database
249	Safer & Stronger Communities/SSCP/CDRP	Amanda Langan/Collette Jones	1/7/2010
319	Merseyside & Halton Waste Partnership	Dave Packard/Terry Wood	9/7/2010
320	Trading Standards North West	Jim Black / Andrew Naisbitt	9/7/2010
318	Environmental Health Cheshire & Merseyside Chief Officers Group	Jim Black / Peter Moore	9/7/2010
71	New Heartlands Board	Alan Lunt / Neil Davies	6/7/2010
266	Housing Market Renewal & Lead Registered Social Landlord Forum	Alan Lunt / Neil Davies	7/7/2010
267	Housing Market Renewal and Developer Overarching Development Agreements	Alan Lunt / Neil Davies	6/7/2010
262	Merseyside Environmental Advisory Service	Andy Wallis / Peter Cowley	9/7/2010
263	North Western & North Wales Sea Fisheries Committee	Andy Wallis / Peter Cowley	9/7/2010
261	Merseyside Engineers Laboratory Service	Stuart Waldron / Peter Cowley	8/7/2010
53	Sefton Drug Action Team (DAT)	Charlie Barker / John Hill	22/6/2010
84	Sefton Cultural Forum <i>TEMPLATE 2 MISSING</i>	Graham Bayliss / Mary Wall	14/7/2010
58	Childrens Trust (was Children & Young Peoples Thematic Group)	Peter Morgan / Liz Johnson	2/7/2010
69	14 – 19 Network	Peter Morgan / Eddie Sloan	9/7/2010
243.2	Local Safeguarding Childrens Board	Peter Morgan / Clare Lawson	9/7/2010
36	Youth Offending Team	Peter Morgan / Margaret Loughlin	23/6/2010
317	The Next Steps Service	Peter Morgan / Jackie James	12/7/2010
23	Greater Merseyside Connexions Partnership Enterprise – for adult provision	Peter Morgan / Jackie James	22/6/2010
63	<u>South Sefton Partnership/South Sefton Development</u>	Andy Wallis	<i>Can't find template</i>
102	Merseyside Local Authority Building Control (LABC)	Andy Wallis / Ian Berrington	12/7/2010
220	Liverpool City Region Housing & Spatial Planning Board	Andy Wallis	8/7/2010
251	Stepclever	Andy Wallis / Mark Long	22/6/2010
261	Merseyside Engineers Laboratory Services	Stuart Waldron / Peter Cowley	8/7/2010
70	Southport Business Enterprise	Andy Wallis / Jim Breen	13/7/2010

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61	Merseyside Transport Partnership	Andy Wallis / Stephen Birch	13/7/2010
66	Sefton Borough Partnership	Samantha Tunney / Laura Shepherd	22/6/2010
73	Healthier Communities & Older People Thematic Partnership	Janet Atherton / Cathy Warlow/Katie Dutton	13/7/2010
223	The Southport Partnership	Tony Corfield/Stefan Jankowski	22/6/2010
224	Southport Tourism Business Network	Tony Corfield	8/7/2010
234	Mersey Waterfront Regional Park	Tony Corfield	13/7/2010
13	The Mersey Partnership	Tony Corfield	13/7/2010
78	Sefton Equalities Partnership (<i>TEMPLATE 2 MISSING</i>)	Sue Holden	13/7/2010
79	Neighbourhood Regeneration Theme Group	Steph Prewett	13/7/2010
208	Merseyside Authorities Procurement Group/Merseyside Collaboration Procurement Group (MAP)	Tommy Crawford	28/6/2010
333	Sefton Affordable Warmth Partnership Group	Ian Weller	2/7/2010
335	REECH	Mo Kundi	6/7/2010
328	Liverpool City Region Employment Strategy Pathfinder (<i>TEMPLATE 2 MISSING</i>)	Andy Wallis/Claire Maguire	16/7/2010

Total = 37

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NON-SIGNIFICANT PARTNERSHIPS

Partnership ID No.	Partnership Name – Non-Significant	Responsible Director/Departmental Lead	Inputed onto Database
82	Bootle Business Village	Andy Wallis/Chris White	12/7/2010
72	Economic Development & Sustainability Thematic Group	Andy Wallis/Mark Long	14/7/2010
83.2	Waterloo Business Village Partnership	Graham Bayliss/Mary Wall	13/7/2010
315	Formby Partnership	Andy Wallis/Derek Sarath	13/7/2010
83.1	Crosby Village Traders Association	Andy Wallis/Nicky Owen	13/7/2010
314	Birkdale Business Village	Andy Wallis/Steve Booth	13/7/2010
313	Altside BVP	John Keogh	13/7/2010
241.2	Sefton BVP	Mo Kundi	13/7/2010
184	Southport Housing Forum	Charlie Barker / Jim Ohren	21/7/2010
77	Sefton Housing Partnership	Charlie Barker / Jim Ohren	21/7/2010
182	Merseyside Housing Forum	Charlie Barker / Jim Ohren	21/7/2010
183	Merseyside Homelessness Forum	Charlie Barker / Jim Ohren	21/7/2010
270	Merseyside Gypsy and Traveller Group	Charlie Barker / Jim Ohren	
271	Merseyside Sub-Regional Choice Based Lettings Group	Charlie Barker / Jim Ohren	
265	One Vision Strategic Liaison	Charlie Barker / Jim Ohren	
321	Merseyside Leisure Directors	Graham Bayliss	
197	Merseyside Public Library Partnership (MPLP)	Graham Bayliss	
85	Litherland Sports Park	Graham Bayliss	
98	Merseyside Arts Officers	Graham Bayliss	
103	Merseyside, Cheshire, Lancashire Local Authority Catering Managers Group	Peter Morgan / Colin Upton	
26	Sefton Education Business Partnership	Peter Morgan / Gill Ditchburn	16/7/2010
110	Learn Together Partnership	Peter Morgan	
111	Greater Merseyside Family Learning Officers Group	Peter Morgan / Majella Kofoed	
177	NWCOGS (North West Co-ordinators of Governor Services)	Peter Morgan / Fran Stoddart	
112	Merseyside PYO Group (facilitated by the NW Youth Work Unit)	Peter Morgan / Jacqui Kerry	
322	North West Inter-Agency Trainers	Peter Morgan / Matt Jenkinson	
323	Greater Merseyside LSCB Trainers Group (including	Peter Morgan / Matt Jenkinson	

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	Cheshire)		
324	Sefton Play Partnership	Peter Morgan / Rosemary Gibbins	
117	North West Directors of Children's Services	Peter Morgan	
268	Southport Housing Advice Centre	Neil Davies/Alan Lunt	14/7/2010
245	Merseyside Integrated Transport Forum and Merseyside Local Access Forum	Andy Wallis / Stephen Birch	16/7/2010
325	Sefton Economic Forum	Andy Wallis / Mike Mullin	21/7/2010
65	Mersey Basin Trust	Andy Wallis / Andrew Hall	21/7/2010
67	Ribble Coast and Wetlands Regional Park	Andy Wallis / Andrew Hall	21/7/2010
55	Mersey Forest	Andy Wallis / Andrew Hall	21/7/2010
175	Merseyside Archaeological Group	Andy Wallis / Andrew Hall	21/7/2010
326	North West Coastal Forum	Andy Wallis / Andrew Hall	21/7/2010
241.2	Sefton Business Village Partnership	Andy Wallis / Mo Kundi	
250	Frank Hornby Trust	Andy Wallis / John Keogh	16/7/2010
329	North West Local Authority Building Control (LABC) Regional Group	Andy Wallis / Ian Berrington	16/7/2010
330	Sefton Business Against Crime / Bootle Against Crime / Southport Pub Watch	Andy Wallis	16/7/2010
331	Business Link North West	Andy Wallis/ Jane Taylor	
145	Merseyside Electoral Administration Team (MEAT)	Neil Middlehurst	
100	Merseyside Overpayment Forum	John Farrell (Finance)	
242.2	Sefton Strategic Service Partnership Board	John Farrell (Finance)	
101	Merseyside Housing Benefit Partnership (MHBP)	Chris Finnigan (Finance)	29/6/2010
196	GMDDA (Greater Merseyside Digital Development Agency)	Linda Price (Finance)	
332	Merseyside Improvement and Efficiency Partnership (MIEP)	Linda Price (Finance)	
192	NweGG	Linda Price (Finance)	
87	Sefton Healthy Schools (FIGS – Food Implementation Groups in Schoos)	Janet Atherton / Norman Scott	
272	SUSTAIN (Interreg IVC Programme)	Andrew Hall/Dominique Tilley	16/7/2010
63	Sefton Coast Partnership	Dave McAleavy/Andy Wallis/Andrew Hall	16/7/2010
119	Merseyside Joint Training Partnership	Charlie Barker	
121	Merseyside Social Care Focus	Charlie Barker	

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	Group		
72	Economic Development & Sustainability Thematic Group	Andy Wallis / Mark Long	
82	Bootle Business Village	Andy Wallis / Chris White	
83.2	Waterloo Business Village	Andy Wallis / Derek Sarath	
315	Formby Partnership	Andy Wallis / Nicky Owen	
83.1	Crosby Village Traders Association (Crosby Business Village)	Andy Wallis / Nicky Owen	
314	Birkdale Business Village	Andy Wallis / Steve Booth	
313	Altside Business Village	Andy Wallis / John Keogh	
268	<u>Southport Housing Advice Centre</u>	Neil Davies/Alan Lunt/Jim Ohren	
241.2	<u>Sefton Business Village Partnership</u>	Steph Prewett/Andy Wallis	
227	South Sefton Partnership/South Sefton Development Trust	Andy Wallis	

Total = 64