

Public Document Pack



Corporate Policy and Performance Board

Tuesday, 5 June 2018 7.00 p.m.
Civic Suite, Town Hall, Runcorn

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

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chair)	Labour
Councillor Ged Philbin (Vice-Chair)	Labour
Councillor John Abbott	Labour
Councillor Harry Howard	Labour
Councillor Martha Lloyd Jones	Labour
Councillor Chris Loftus	Labour
Councillor Alan Lowe	Labour
Councillor Angela McInerney	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Joe Roberts	Labour
Councillor Kevan Wainwright	Labour

*Please contact Gill Ferguson on 0151 511 8059 or gill.ferguson@halton.gov.uk for further information.
The next meeting of the Board is on Tuesday, 4 September 2018*

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

Part I

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Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary Interests, to leave the meeting during any discussion and voting on the item.	
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In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

CORPORATE POLICY AND PERFORMANCE BOARD

At a meeting of the Corporate Policy and Performance Board on Tuesday, 30 January 2018 in the Civic Suite, Town Hall, Runcorn

Present: Councillors Gilligan (Chair), Howard, C. Loftus, A. McInerney, N. Plumpton Walsh, Joe Roberts and G. Stockton

Apologies for Absence: Councillors Philbin, Abbott, E. Cargill and Wainwright

Absence declared on Council business: None.

Officers present: M. Reaney, I. Leivesley, E. Dawson, G. Ferguson, T. Dean, C. Dinsdale, P. Garnett, N. Goodwin, D. Gray and J. Yates

Also in attendance: Councillor Thompson and one member of the public.

**ITEM DEALT WITH
UNDER DUTIES
EXERCISABLE BY THE BOARD**

	<i>Action</i>
CS20 PUBLIC QUESTION TIME	
The Board was advised that no public questions had been received.	
CS21 EXECUTIVE BOARD MINUTES	
The Board was presented with the Minutes relating to the Corporate Services Portfolio which had been considered by the Executive Board since the last meeting of the Board.	
RESOLVED: That the minutes be noted.	
CS22 MEMBERS DEVELOPMENT GROUP NOTES	
The Board considered the minutes of the Member Development Group meeting held on 22 nd June 2017.	
RESOLVED: That the Board note the minutes.	
CS23 ENERGY UPDATE	
The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which	

provided an update on related activities at reducing CO2 emissions within the Council. Overall, the Council's CO2 emissions had significantly reduced from a baseline in 2006/7 of 26,338 tonnes of CO2, to 19,874 tonnes for 2015/16 which equated to a 24.5% reduction over the 9 year period. The reduction was partly due to:

- Carbon reduction measures implemented by the Council;
- Rationalisation of buildings with the Council now occupying fewer buildings;
- The Council was part way through a four year programme to switch high sodium pressure street lighting used in residential areas and the main routes throughout the Borough to LEDs;
- Solar PV on Council buildings; and
- Biomass boilers installed at Brookvale Leisure Centre and Norton Priory Museum.

In addition, the Board noted that a successful bid had been submitted to the Department for Local Government and Communities to develop a Solar Farm on the former St Michael's Golf Course. The Solar Farm would be connected to the Halton Stadium and the system would produce between 850,000 and 950,000wh per annum. The energy generated by the Solar Farm would reduce CO2 emissions by 380 tonnes per annum.

RESOLVED: That the report and ongoing work be noted.

CS24 INTERIM CORPORATE ACCIDENT/INCIDENT REPORT

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which outlined the Corporate Health, Safety and Welfare Policy and the Corporate Accident/Incident report from 1 April to 1 September 2017. The interim health and safety report on the performance of health and safety management in relation to Key Performance Indicators for the current financial year was appended.

The report highlighted that:

- there had been a decrease in the number of days lost, with 55 this year and 70 for the same period last year;
- there had been a decrease in significant incidents mainly around handling and use of equipment;
- there had been a slight increase in the number of

violent incidents mainly involving open space services and Children's Social Care staff;

- a staff Wellbeing Survey would be distributed shortly; and
- as a result of the fire at the Grenfell Tower Block, a fire audit of Council buildings had been undertaken and a Corporate Fire Management Policy developed.

RESOLVED: That the report be noted.

CS25 THE ROLE OF THE WELFARE RIGHTS SERVICE - UPDATE

The Board considered a report of the Strategic Director, Enterprise, Community and Resources which provided an update on the role of the Welfare Rights Team, including information on:

- individual posts and roles;
- background to the establishment of the Service;
- progress to date on the delivery of the Service;
- areas of activity by the team including the number of claimants assisted at tribunal hearings and success rates; and the amount of benefits gained for Halton residents; and
- future challenges for the Team.

Arising from the discussion it was suggested that an article be included in Inside Halton on the work of the Welfare Rights Service.

RESOLVED: That the update provided in the report regarding the Welfare Rights Service be noted.

CS26 PERFORMANCE MANAGEMENT REPORTS - QUARTER 2 - 2017/18

The Board received a report from the Strategic Director, Enterprise, Community and Resources, which presented the Performance Monitoring Reports for Quarter 2 of 2017/18.

The reports related to the following functional areas which reported to the Board and detailed progress against service objectives and milestones, and performance targets and provided information relating to key developments and emerging issues that had arisen during the period:

- Finance;

- Human Resources and Organisational Development;
- ICT and Administrative Support;
- Legal and Democracy;
- Policy and Performance;
- Property Services; and
- Catering, Stadium and Registration Services.

That, as part of future reports, Officers explore the possibility of providing a breakdown of the number of employees within each department.

RESOLVED: That the second quarter performance monitoring reports be received and noted.

CS27 AREA FORUM ANNUAL REPORT FOR 2016/17

The Board considered a report of the Strategic Director Enterprise, Community and Resources, which informed Members of the project delivery for Area Forums for the period 1st of April 2016 to 31st March 2017. The seven Local Area Forums in Halton provided a mechanism for Councillors to respond to community needs and aspirations. Community initiatives and projects were generated and delivered collaboratively with other partner organisations to help secure funding from a variety of sources. Each year funding was allocated to support the projects programme. In 2016/17 the budget was £400,000 and it was split on a per capita basis across the Forums. A full breakdown of projects for each individual Forum was outlined in the report, together with case study information and resident feedback.

RESOLVED: That the report be noted.

Meeting ended at 7.52 p.m.

REPORT TO: Corporate Policy & Performance Board

DATE: 5th June 2018

REPORTING OFFICER: Strategic Director, Enterprise, Community and Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).
- 1.2 Details of any questions received will be circulated at the meeting.

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

- 3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-
- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
 - (ii) Members of the public can ask questions on any matter relating to the agenda.
 - (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
 - (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
 - (v) The Chair or proper officer may reject a question if it:-
 - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
 - Is defamatory, frivolous, offensive, abusive or racist;
 - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or

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

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

REPORT TO: Corporate Policy and Performance Board

DATE: 5th June 2018

REPORTING OFFICER: Chief Executive

SUBJECT: Executive Board Minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

APPENDIX 1

Extract of Executive Board Minutes Relevant to the Corporate Policy and Performance Board

EXECUTIVE BOARD MEETING HELD ON 14TH DECEMBER 2017

RESOURCES PORTFOLIO

EXB76 ANNUAL EXTERNAL AUDIT LETTER 2016/17

The Board received a report of the Strategic Director, Enterprise, Community and Resources, which presented the Annual Audit Letter 2016/17.

The Board was advised that the Annual Audit Letter (the Letter) summarised the findings from the 2016/17 external audit completed by Grant Thornton, the Council's external auditor. The Letter included messages arising from the audit of the financial statements and the results of the work undertaken in assessing the Council's arrangements to secure value for money in the use of its resources.

Mark Heap, Audit Lead and Georgia Jones, Audit Manager for the external auditor, Grant Thornton UK LLP, attended the meeting and reported that an unqualified opinion had been issued on the Council's financial statements. The Letter also provided an unqualified conclusion that the Council had adequate arrangements to secure economy, efficiency and effectiveness in the use of its resources.

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

RESOLVED: That the Annual Audit Letter 2016/17 be approved.

EXB77 AGENCY WORKER CONTRACT PROCUREMENT - 2018 TO 2022

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, regarding a contract for the supply of Agency Workers.

The Board was advised that in 2014, the Council accessed a contract through a framework for the supply of

agency workers. It was reported that the framework contained a number of suppliers, referred to as “Neutral Vendors” which offered a service to source agency workers from individual employment agencies covering the wide range of disciplines used by public sector bodies.

It was noted that the contract was due to end in February 2018; Halton had been the Lead Authority for the review of Agency provision on behalf of the Liverpool City Region authorities. The report set out details of the options appraisal that was conducted.

RESOLVED: That, in accordance with Procurement Standing Order 2.10.1, the Strategic Director, Enterprise, Community and Resources, be authorised to enter into a contract with the preferred supplier assessed as being the most economically advantageous and effective organisation to supply agency workers within the Liverpool City Region. The contract will be awarded for a period of four years.

Strategic Director
- Enterprise,
Community and
Resources

EXECUTIVE BOARD MEETING HELD ON 18TH JANUARY 2018

RESOURCES PORTFOLIO

EXB96 DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 2 2017 - 18

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on progress against key milestones/objectives and performance targets for the second quarter 2017/18.

The Board was advised that the Directorate Performance Overview Report provided a strategic summary of key issues arising from performance in the relevant quarter for each Directorate, being aligned to Council priorities or functional areas. The Board noted that such information was key to the Council’s management arrangements, with the Board having a key role in monitoring performance and strengthening accountability. Performance management would continue to be important in the demonstration of value for money and outward accountability.

RESOLVED: That the report and progress and performance information be noted.

EXB97 DISCRETIONARY NON-DOMESTIC RATE RELIEF

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on an application for discretionary non-domestic rate relief.

The Board was advised that, under the amended provisions of the Local Government Finance Act 1988, the Council was able to grant discretionary rate relief to any business rate payer. Since 1 April 2017, the Council had been responsible for meeting the full cost of all mandatory and discretionary rate relief granted, as part of the Liverpool City Region 100% Business Rates Retention Pilot Scheme.

The report set out details of an application received from a registered charity for rate relief. Members considered that, given the nature of the charity and the very short period of occupation of the premises, in this instance they would grant the full 20% rate relief on an exceptional basis.

RESOLVED: That the request for 20% discretionary business rate relief for Halton Christmas Toy Appeal for the period 15 November 2017 to 24 December 2017 be approved.

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Resources

RESOURCES PORTFOLIO AND PHYSICAL ENVIRONMENT PORTFOLIO

EXB100 LAND DISPOSAL OF EMPLOYMENT LAND AT JOHNSON'S LANE, WIDNES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the disposal of employment land at Johnson's Lane, Widnes.

The Board was advised that, following negotiations, heads of terms had been provisionally agreed for the sale of land at Johnsons Way, Widnes. It was noted that the disposal was subject to planning permission being forthcoming. The proposal would result in a capital receipt from the sale of land and generate future rates income from the occupation of the site.

RESOLVED: That

- 1) the disposal of land shown edged red on the plan attached to the report, to the company and for the value named in the recommendation, both subject

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Resources

to planning permission and subject to contract, be approved; and

- 2) the Operational Director, Economy, Enterprise and Property, be authorised to arrange all required documentation to be completed to the satisfaction of the Operational Director, Legal and Democratic Services.

EXB101 LAKESIDE PHASE 3 CASTLEFIELDS LAND DISPOSAL

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the disposal of land known as Lakeside Phase 3, Castlefields, Runcorn.

The Board was advised that the Lakeside area in Castlefields had been identified for residential development within the Castlefields Masterplan since 2003. It was reported that the Authority had been approached with a proposal to acquire the final phase 3 site. It was noted that the proposal also supported, and was consistent with, Council policy to build more new homes in Halton and dispose of land assets in an economically effective way.

RESOLVED: That

- 1) disposal of the site to the company and for the value named in the recommendation, subject to contract, be approved; and
- 2) the Strategic Director, Enterprise, Community and Resources, be authorised to arrange for all required documentation to be completed to the satisfaction of the Operational Director, Legal and Democratic Services.

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Resources

(N.B. Councillor Harris left the room prior to consideration of the following item of business and took no part in the decision)

RESOURCES PORTFOLIO

EXB102 PARKLANDS CLUB, CHAPEL LANE, WIDNES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on The

Parklands Club, Chapel Lane, Widnes.

The report referred to discussions with the existing tenants of the Club.

RESOLVED: That

- 1) the proposals and approach set out in the report be agreed;
- 2) authority be delegated to the Operational Director, Economy, Enterprise and Property and the Operational Director, Legal and Democratic Services, to present these proposals to the tenants of the Club; and
- 3) subject to the agreement of both parties, the actions outlined in the report be approved.

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EXECUTIVE BOARD MEETING HELD ON 22nd FEBRUARY 2018

RESOURCES PORTFOLIO

EXB111 BUDGET 2018/19 - KEY DECISION

The Board considered a report of the Operational Director, Finance, which outlined a recommendation to Council in respect of the Budget, Capital Programme and Council Tax for 2018/19.

It was noted that at the time of writing, the Cheshire Police and Crime Commissioner and the Cheshire Fire Authority had not set their budgets and Council Tax Precepts. However, final figures would be reported to Council when the information was available.

The Government announced the Final Local Government Finance Settlement figure for 2018/19, which was in line with the Provisional Settlement figure announced on 19 December 2017. The main change was the announcement of a one-off Adult Social Care Support Grant for 2018/19 to the value of £0.399m. As part of the Liverpool City Region (LCR), the Council would continue to participate in the pilot Business Rates Retention Scheme. Government had confirmed that the pilot scheme would operate under a "no detriment" policy in that no Council operating as part of

the pilot would see a reduction in their funding, in comparison to what would have been received previously.

The Board was advised that the Medium Term Financial Strategy, approved on 16 November 2017, had identified a funding gap of around £5.6m in 2018/19, £13.2m in 2019/20 and £3.3m in 2020/21. The Strategy had the following objectives:

- Deliver a balanced and sustainable budget;
- Prioritise spending towards the Council's five priority areas;
- Avoid excessive Council Tax rises;
- Protect essential front line services; and
- Deliver improved procurement.

In terms of consultation, it was noted that the Council used various methods to listen to the views of the public and Members' own experiences through their Ward work was an important part of that process. Individual consultations had taken place in respect of specific budget proposals and equality impact assessments would be completed where necessary.

On 6 December 2017, the Council approved initial budget savings totalling £2.2m and further proposed savings were shown at Appendix B. The departmental analysis of the budget was shown at Appendix C, and the major reasons for change from the current budget were outlined for Members' information in Appendix D. It was noted that the proposed budget total was £109.227m.

The Board was advised that the proposed budget incorporated grant figures announced in the Provisional Grant Settlement and included £2.152m for the New Homes Bonus and £3.045m for Improved Better Care Funding, paid to councils for the second year.

Further information was provided on the budget outlook. As part of the Local Government Finance Settlement for 2016/17, the Government had published indicative Settlement Funding Allocations for the three years up to 2019/20. Local Authorities had been asked to produce and publish an efficiency plan setting out their forecast

budget position through to 2019/20, along with their proposed efficiency measures to achieve annual balanced budget positions. The Council's efficiency plan was published on 14 October 2016. The Medium Term Financial Strategy had been updated to take account of the 2018/19 finance settlement, multi-year allocations and saving measures already agreed or proposed.

Further information was provided in respect of Halton's Council Tax, Parish Precepts, Capital Programme, the Prudential Code and School Budgets.

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

Reason(s) for Decision

To seek approval for the Council's revenue budget, capital programme and council tax for 2018/19.

Alternative Options Considered and Rejected

In arriving at the budget savings proposals set out in Appendix B, numerous proposals had been considered, some of which had been deferred pending further information or rejected.

Implementation Date

7 March 2018.

RESOLVED: That Council be recommended to adopt the resolution set out in Appendix A attached to the report, which includes setting the budget at £109.227m, the Council Tax requirement of £47.447m (before Parish, Police and Fire precepts) and the Band D Council Tax for Halton of £1,377.88.

Operational
Director - Finance

EXB112 TREASURY MANAGEMENT STRATEGY STATEMENT
2018/19

The Board considered a report of the Operational Director, Finance, proposing the Treasury Management Strategy Statement (TMSS) which incorporated the Annual Investment Strategy (AIS) and the Minimum Revenue

Provision (MRP) Strategy for 2018/19.

The TMSS was attached to the report and detailed the expected activities of the treasury function in the forthcoming financial year (2018/19).

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

It was noted that on 10 November 2017, the Ministry of Housing Communities and Local Government had issued a consultation on “Proposed Changes to the Prudential Framework of Capital Finance”, which suggested future changes to the Prudential Code. However, nothing further had been issued and therefore the Treasury management Statement had been written in line with the previous year’s Prudential Code.

Members noted that the provision of a Minimum Revenue Provision Policy Statement was required and a formal statement for approval was contained within the report at paragraph 2.3, with Appendix A detailing the full policy.

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

Operational
Director - Finance

EXB113 2017/18 QUARTER 3 SPENDING

The Board considered a report of the Operational Director, Finance, which reported on the 2017/18 Quarter 3 Spending as at 31 December 2017.

A summary of spending against revenue budget up to 31 December 2017 was attached to the report at Appendix 1. This provided individual statements for each department. The Board was advised that, in overall terms, revenue

expenditure was £1.990m above the budget profile. It was noted that the position for the past three months in certain departments had slowed measurably, in other departments, increased pressures had developed.

The report contained details of the main budget pressure within the Children and Families Department, with Out-of-Borough Residential Placements and Fostering dominating the overspend position. However, the 2018/19 budget to be presented to Council on 7 March 2018, will include an additional £3.0m of budget provision for the Department, to help alleviate the overspend position and to bring about ongoing reductions in costs.

The report also provided details of other services which had experienced overspent budget profiles, including Complex Care Pooled Budget; Residential and Nursing Care; Domiciliary Services and Supported Living; Community and Environment; and Education, Inclusion and Provision. Also, details of an underspend in Corporate and Democracy; spending on employees; staff turnover targets; expenditure on general supplies and services; and the Council Tax collection rate for the third quarter of 2017/18.

The Capital Programme had been revised to reflect a number of changes in spending profiles as schemes had developed, and these were detailed in the report.

RESOLVED: That

- 1) all spending continues to be limited to the absolutely essential;
- 2) Strategic Directors continue to take appropriate action to contain overall spending within their operational budget by year-end;
- 3) for those Services experiencing net overspends, Strategic Directors take action to bring net spend back in line with budget as soon as possible during the next financial year; and
- 4) Council be recommended to approve the revised Capital Programme as set out in Appendix 3, attached to the report.

Operational
Director - Finance

EXB114 CALENDAR OF MEETINGS 2018/19

The Board received a report of the Strategic Director, Enterprise, Community and Resources, which set out the proposed Calendar of Meetings for the 2018/19 Municipal Year, which was appended to the report for information.

RESOLVED: That Council be recommended to approve the Calendar of Meetings for the 2018/19 Municipal Year, as appended to the report.

(N.B. Councillor Wharton declared a Disclosable Other Interest in the following item of business as he was Treasurer of Hale Youth Club)

EXB115 DISCRETIONARY NON-DOMESTIC RATE RELIEF - RENEWALS

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which detailed renewal requests for discretionary business rate relief for organisations that continued to satisfy the appropriate criteria.

The Board was advised that the Council had previously granted discretionary business rate relief to a number of organisations which were Registered Charities or Community Amateur Sports Clubs (CASC). It was noted that the organisations currently received a mandatory 80% business rate relief and the Council funded the full cost of such relief as part of the 100% Business Rates Retention Pilot Scheme. Not for profit organisations were not entitled to mandatory rate relief and therefore, the full cost of any discretionary rate relief granted was funded by the Council.

Details of the organisations currently in receipt of discretionary rate relief and the costs were listed in the appendix attached to the report. The Board noted that regulations required that twelve months' notice of any changes to provision must be given and therefore organisations must be so notified by 31 March 2018.

RESOLVED: That

- 1) Discretionary Business Rate Relief of 15% be granted for those registered charities and CASC

Strategic Director
- Enterprise,
Community and
Resources

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organisations currently in receipt of such relief, for the period of three years commencing 1 April 2019; and

- 2) Discretionary Business Rate Relief of 90% be granted for the not-for-profit organisations currently in receipt of such relief (with lower amounts as indicated in the Appendix attached to the report), for the period of three years commencing 1 April 2019.

(N.B. Councillor Ron Hignett declared a Disclosable Other Interest in the following item of business as he was a member of the Public Sector Joint Venture Board)

EXB116 SCI-TECH DARESBURY IMPLEMENTATION
PROGRAMME - PHASE 2

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which provided an update on the developments at Sci-Tech Daresbury.

The report provided an update on the next phase of developments and proposed funding arrangements. The Implementation Programme, attached to the report, outlined how the Joint Venture would deliver the masterplan vision to provide world class science and technology, innovation and business enterprise. The next development phases agreed were Enabling Works; Project Violet; and Skillspace, as detailed in the report.

The Funding Strategy outlined the funding options available to facilitate future development of the campus; it reflected the designation of Sci-Tech Daresbury as an Enterprise Zone.

RESOLVED: That

- 1) the proposals outlined in the Sci-Tech Daresbury Implementation Programme which comprises Project Violet and Skillspace be approved;
- 2) the Council enters into the necessary legal and funding agreements to deliver 'Skillspace' and

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Community and
Resources

associated enabling works; and

- 3) authority be given to the Operational Director, Finance, and the Operational Director, Legal and Democratic Services, in consultation with the Portfolio holder for Resources, to conclude the legal and funding arrangements.

EXB117 FEES AND CHARGES 2018/19 – TRAVELLER SITES

The Board considered a report of the Strategic Director, People, regarding fees and charges for Traveller Sites for 2018/19.

The Board was advised that the Council was required to give 28 days' notice of a change in rent, under the Mobile Homes Act 2013. In order for any increase in rent to apply from 1 April 2018, details of proposed increases in pitch and water fee charges were attached to the report at Appendix A, for Members' consideration. It was noted that the effects of the proposed charges had been incorporated into budgets for 2018/19.

RESOLVED: That the 2018/19 proposed fees and charges for Traveller Sites, as set out in Appendix A attached to the report, be approved.

Strategic Director
- People

EXECUTIVE BOARD MEETING HELD ON 15TH MARCH 2018

RESOURCES PORTFOLIO

EXB132 ANNUAL REVIEW OF THE CONSTITUTION 2018/19

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought the approval of Council to a number of changes to the Constitution.

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

The proposals for change had been considered by the Chief Executive and the Executive Board Member for Resources in accordance with Article 16.02 of the

Constitution. It was reported that, apart from the purely technical changes, the proposed amendments that were considered to be of particular significance were listed as an appendix to the report.

RESOLVED: That Council be recommended to approve the revised Constitution, including the matters set out in Appendix 1 attached to the report.

Strategic Director
- Enterprise,
Community and
Resources

EXB133 REVIEW OF COUNCIL WIDE FEES AND CHARGES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the proposed fees and charges for Council services for 2018/19.

The Board was advised that, as part of the budget preparations for 2018/19, a review of fees and charges had been carried out. It was proposed that generally, fees and charges be increased in line with inflation, although some had been reviewed with consideration to the impact of the price change.

Attached at Appendix A was a schedule of statutory fees which may increase during the financial year. Chargeable rates for The Brindley and the Registrar's Service were attached at Appendix B and C respectively.

RESOLVED: That the proposed fees and charges for 2018/19 as set out in Appendix A and for 2019/20 as set out in Appendix B and C, attached to the report, be approved.

Strategic Director
- Enterprise,
Community and
Resources

RESOURCES PORTFOLIO AND PHYSICAL ENVIRONMENT PORTFOLIO

EXB135 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

- 1) Whether Members of the press and public should be excluded from the meeting of the Board during consideration of the following items of business in accordance with Section 100A (4) of the Local Government Act 1972 because it was likely that, in view of the nature of the business to be

considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972; and

- 2) Whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighed that in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following item of business in accordance with Section 100A (4) of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

EXB136 FRESENIUS KABI DEVELOPMENT, MANOR PARK

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, regarding a proposed development at Manor Park, Runcorn.

The report set out details of potential clawback of land receipt, should adjacent land at Manor Park be developed in the future.

RESOLVED: That Executive Board

- 1) agrees in principle to indemnify the current developers, should any clawback in respect of future development on adjacent land in the ownership of the Council be payable, as outlined in the report; and
- 2) delegates final signoff of any clawback agreements to the Chief Executive in consultation with the Leader, and Portfolio holders for Physical Environment and for Resources.

Strategic Director
- Enterprise,
Community and
Resources

REPORT TO: Corporate Policy and Performance Board

DATE: 5 June 2018

REPORTING OFFICER: Strategic Director, Enterprise, Community and Resources

PORTFOLIO: Resources

SUBJECT: Member Development Group Notes

WARDS: N/A

1.0 PURPOSE OF THE REPORT

1.1 To consider the notes of the Member Development Group held on 23 November 2017.

2.0 RECOMMENDED: That the report be noted.

3.0 SUPPORTING INFORMATION

The notes of the last meeting of the Member Development Group are before CSPPB as stated in the Constitution.

4.0 POLICY IMPLICATIONS – None.

5.0 OTHER IMPLICATIONS – None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 **Children and Young People in Halton – None.**

6.2 **Employment, Learning and Skills in Halton – None.**

6.3 **A Healthy Halton – None.**

6.4 **A Safer Halton – None.**

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

7.0 RISK ANALYSIS – None.

8.0 EQUALITY AND DIVERSITY ISSUES – None.

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

None.

Member Development Group

At a meeting of the Member Development Group held on 23rd November 2017
at the Municipal Building, Kingsway, Widnes

Present: Councillors B. Gilligan, C. Rowe, J. Stockton, M. Wharton and G. Zygadlo.

Officers: K. Mackenzie.

Apologies for absence: Councillors J. Abbott, J. Bradshaw, K. Wainwright and P. Wallace.

Officers: Alison Scott.

MDG6	NOTES OF THE LAST MEETING	
	The notes of the last meeting held on 22 June 2017 were approved as a correct record.	
MDG7	REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS	
	<p>LOD2 – Number of Members with a Member Action Plan (MAP)</p> <p>The Number of Members with a MAP to date since April 2017 was 55 of 56.</p> <p>A number of Members had received their MAP for completion. These should be returned direct to Kathryn in order that they can be linked to the development programme.</p>	KM
	<p>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</p> <p>Since April 2017, 71% (40 of 56 Members) had attended at least one training and development event. The target was 100% for the year 2017-18.</p>	KM
MDG8	LEARNING AND DEVELOPMENT UPDATE	
	<p>Training Events:</p> <p>Local Government Finance: had been arranged for Tuesday 14 November – all Members were invited to attend.</p> <p>Conflict and Stress Management: had been arranged for Monday 11 December and Thursday 14 December respectively.</p> <p>Mentoring Update: would be arranged prior to local election in May 2018 should this be necessary.</p> <p>NORTH WEST EMPLOYERS: 21ST CENTURY COUNCILLOR</p> <p>North West Employers had contacted all North West Local Authorities to</p>	

	<p>inform them of a new initiative: The 21st Century Councillor. North West Employers and Birmingham University were keen to field-test some practical tools to support councillors and explore how their research finding can be used by councils.</p> <p>The Chairman of the Group had attended an initial briefing for officers and councillors on 31 July 2017 at 2pm at North West Employers, Exchange Quay Salford to consider some small scale experiments to evaluate different approaches to present the learning at a national conference in September.</p> <p>360 degree feedback for Members was one option to be considered. The Chairman would contact members seeking volunteers in due course.</p>	
MDG 9	ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES	
	No other issues to report.	
MDG 10	DATE OF THE NEXT MEETING	
	RESOLVED: The next meeting to be held in March 2018 at 4pm – date to be confirmed.	KM
	The meeting closed at 4.25pm	

REPORT TO:	Corporate Services Policy & Performance Board
DATE:	5 th June 2018
REPORTING OFFICER:	Strategic Director – Enterprise Community Resources
PORTFOLIO:	Resources
SUBJECT:	Corporate Health and Safety Policy
WARDS:	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To update the Corporate Services Policy & Performance Board on the reviewed Corporate Health and Safety Policy, attached.

2.0 RECOMMENDED: That the reviewed Corporate Health and Safety Policy be noted.

3.0 BACKGROUND and PROPOSALS

- 3.1 The Health and Safety (at work) Act places a legal duty on employers to ensure, so far as reasonably practicable, the health, safety, and welfare of employees and others affected by our actions.
- 3.2 It states that organisations with five or more employees must have a written health and safety policy, setting out how it manages health and safety.
- 3.3 As required, the attached revised policy highlights the commitment (Statement of Intent) to managing health and safety effectively, the responsibilities of managers and staff and also the arrangements for how health and safety is implemented across the Council. .
- 3.4 This year there has been the biennial review of the policy and the only amendments relate to the name changes for the Directorates.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications

5.0 POLICY IMPLICATIONS

- 5.1 The management of health and safety for employees and others affected by the Council's actions is a legal responsibility required by the Health and Safety Act 1974.

6.0 IMPLICATIONS FOR THE COUNCIL

6.1 The provision of a safe working environment and reduction in accidents is important in order to provide,

- A Healthy Halton
- A Safer Halton
- Efficient and Effective Delivery of Services

7.0 RISK ANALYSIS

7.1 Accidents which lead to lost time have financial implications for the authority (although these are always secondary to our concern for the well-being of staff and customers). Having an effective Health and Safety Policy assists to protect the employees and others affected the Councils actions.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no direct equality and diversity issues arising from this report.



HALTON BOROUGH COUNCIL
CORPORATE HEALTH, SAFETY AND WELFARE POLICY
(STATEMENT OF INTENT AND ORGANISATION)

CORPORATE HEALTH, SAFETY AND WELFARE POLICY

Date Created: Dec 2004	Date of Amendment: April 2018	Date of Next Review: As required
Approved by	Chief Executive	
Custodian title & e-mail address	Principal Health, Safety and Welfare Manager tony.dean@halton.gov.uk	
Author	Tony Dean	
Responsible Directorate/Division	Risk and Emergency Planning Division	
Supporting documents, procedures & forms of this policy	Policy only	
References & Legislation	Health, Safety and Welfare at Work etc. Act 1974 Management of Health, safety and welfare at Work Regulations 1999	
Audience	All HBC Officers	
Consultation	All Trade Unions	
Managers checklist	1. Comply with the requirements identified in the Policy.	
Expiry date of Policy	n/a	

1. INTRODUCTION

Under the Health and Safety at Work (etc) Act 1974 employers have a duty to safeguard 'so far as reasonably practicable' the health safety and welfare of employees and others affected by their actions.

This Health, Safety & Welfare Policy outlines the roles and responsibilities with regard to the management of health and safety in order to comply with the requirements of the Health and Safety at Work (etc) Act 1974, the Management of Health and Safety at Work Regulations 1999 (as amended 2006) and other associated Regulations and Approved Codes of Practice.

In particular the aims of the Health and Safety at Work (ect) Act 1974 are to:

- (a) Provide a legislative framework to promote, stimulate and encourage high standards of health and safety in the workplace; and
- (b) Promote safety awareness to ensure a safe organisation and to continually improve performance.

Section 2 (3) of the Act requires employers to prepare a written safety Policy and to bring the Policy Statement to the notice of all staff, informing them of the organisation and arrangements for implementing the procedures outlined in the Policy document.

2. STATEMENT OF INTENT

Halton Borough Council is committed to continual improvement in health, safety and welfare performance. A Strategic Priority within the Corporate Plan is Effectiveness & Business Efficiency and in order to do so it recognises its “duty of care” to employees, clients, pupils, and members of the public using its services.

The Authority will aim to comply ‘so far as reasonably practicable’ with its legal responsibilities as required by the Health and Safety at Work Act (etc) 1974 and all other health and safety legislation. In so doing the Authority will:

- Ensure that health & safety is fully integrated into the management decision making processes
- Make suitable and sufficient assessment of the significant risks which may affect the employees, clients, pupils, and members of the public using its services and subsequently identify control measures
- Effectively communicate information on the health & safety information, including the publication of health & safety performance and the risks to those people who may be affected
- Monitor the effectiveness of any measures taken to reduce risk
- Provide a safe and healthy working environment
- Provide safe work equipment
- Provide suitable and sufficient health, safety and welfare training
- Aim to reduce the likelihood of reoccurrence of work-related accidents/ill-health, incidents and near misses through effective investigation and identifying any areas for improvement
- Co-operate and consult with appointed health & safety representatives recognised by trade unions and where necessary will provide them with information
- On the basis that health & safety is everyone’s responsibility and not just a management function, provide employees with adequate information, instruction and training to ensure their health & safety competence and to enable them to contribute to the effectiveness of this policy
- Review the health, safety and welfare policy at regular intervals
- Give proper regard to ensuring that welfare arrangements and facilities are adequate. Welfare arrangements will include the management of stress whilst facilities will include toilets, provision of drinking water, etc. and also ergonomics such as lighting, heating, seating, ventilation, etc

3. RESPONSIBILITIES

3.1 Executive Board Members

Executive Board Members should ensure that adequate resources are available and effectively deployed to enable the Authority to fulfil its legal requirements under health, safety and welfare legislation.

The Corporate Services Policy Performance Board will receive biannual reports relating to the Health, Safety and Welfare performance of Directorates. They will make such recommendations to the Executive Board as may from time to time be necessary and appropriate to maintain suitable and sufficient health, safety and welfare arrangements across the Council.

3.2 School Governing Bodies

In schools, the employer is ultimately responsible for health, safety and welfare. Head teachers must make arrangements for ensuring the implementation of the health and safety policies of their employer arising out of their health and safety responsibilities.

Note: In voluntary aided and foundation schools, academies and independent schools the Governing Body is the employer whereas in community and voluntary-controlled schools, the employer is the Local Authority

3.3 Chief Executive

The Chief Executive is responsible for ensuring that the Statement of Intent is implemented as part of aims of the Corporate Health, Safety and Welfare policy.

This will be achieved by:

1. Allocating necessary resources for health, safety & welfare
2. Ensuring that in conjunction with Trade Union Employee Representatives a joint consultative committees deliberate health and safety matters
3. Being kept informed about any significant health and safety issues including holding quarterly update meetings with the Principal Health and Safety Advisor

3.4 Strategic Directors

Strategic Directors have ultimate responsibility in ensuring that Health, Safety and Welfare is managed in their Directorate.

This will be achieved by:

1. Allocating adequate resources and recommending the provision of necessary finance to improve and maintain health and safety standards when compiling annual budgets
2. Ensuring that health, safety and welfare management is fully implemented throughout their respective Directorate by allocating specific health, safety & welfare responsibilities to the appropriate manager
3. Ensuring that health, safety and welfare strategies and policies are implemented and integrated in the Directorate management systems
4. Being kept informed of accidents which are reportable to the Health & Safety Executive and any trends in accidents or work related ill health

3.5 Operational Directors / Divisional Managers

Operational Directors and Divisional Managers have an active role in the management of health, safety and welfare within their work area.

This will be achieved by:

1. Ensuring the effective development, implementation, communication and compliance with health, safety and welfare strategies and policies
2. Allocating specific health, safety and welfare responsibilities to managers and ensuring that they are adequately resourced to fulfil these responsibilities
3. Ensuring that Risk Assessments are completed, where required on the Corporate Risk Assessment system, and that the application of suitable and sufficient risk control measures are functioning effectively through the appropriate monitoring and review processes
4. Ensuring that accidents incidents, dangerous occurrences and near misses are reported and investigated in line with corporate procedures and health & safety legislation

3.6 Operational Director / Divisional Manager - Property Services

Will be responsible for ensuring that corporate buildings are safe, so far as reasonably practicable, for employees. In doing so they will work with nominated Building Managers.

This will be achieved by:

5. Ensuring compliance with health and safety statutory requirements in relation to buildings including fire management
6. Ensuring all works are effectively planned, organised, controlled, monitored, reviewed and audited in relation to health and safety
7. Ensuring the effective control of contractors undertaking any works its representatives and ensure that hazard information has been exchanged and suitable risk control measures implemented

8. Ensuring that services supplied to the Council and others by outside agencies are provided such that they will satisfy all current health & safety legislation, particularly in respect of equipment
9. Ensuring security arrangements are maintained, general cleanliness and adequate welfare facilities are provided
10. Ensuring workplace inspections of the premises and schools are undertaken to maintain health and safety standards
11. Undertaking investigations involving accidents / incidents involving corporate buildings and, where necessary, implementing measures to prevent re-occurrence
12. Any other H&S duties in respect to the management of the premises

3.7 Managers and Team Leaders

Managers and Team Leaders within their areas are responsible for ensuring that everything reasonably practicable should be done to prevent foreseeable harm or injury within their work area.

This will be achieved by;

1. Implementing Council's Health and Safety policies, guidance documents and approved codes of practice relating to health & safety.
2. Ensuring that risk assessments are carried out by a competent person with the involvement of staff for tasks, workplaces and equipment and, where applicable, are entered on the Corporate Risk Assessment system
3. Ensuring that control measures identified in the risk assessments are implemented, monitored for effectiveness and reviewed annually
4. Ensuring that staff are familiar with emergency procedures, safe systems of work, significant risks, accident reporting within their working area to ensure effective reduction of risk
5. Ensuring that staff have access to relevant health, safety and welfare policies and guidance
6. Ensuring that staff are adequately trained and supervised for tasks / activities they are required to perform and are instructed in any emergency procedures relevant to their task / workplace
7. Ensuring that all plant and equipment used are adequately tested, maintained in accordance with current legislation and that comprehensive records are kept of all tests
8. Ensuring that all accidents, incidents, dangerous occurrences, near misses, violent incidents are reported through the online accident / incident reporting system in accordance with RIDDOR and are fully investigated with control measures documented and implemented to prevent re-occurrence

9. Consulting and co-operating with appointed safety representatives where applicable
10. Ensuring that senior managers are informed of any relevant health, safety and welfare issues, especially those that have resource implications and also those that cannot be resolved at local levels

3.8 All Employees

All employees, full time, part time, temporary and casual must be:

1. Aware of their legal responsibility to ensure their own health, safety and welfare and that of others who may be affected by their actions
2. Familiar with the hazards of their work and with the safe systems of work designed to minimise risk to them
3. Aware that they have a legal duty to co-operate with employers by following any procedures issued by the Authority which are designed to protect their health, safety and welfare
4. Aware that they are not to interfere with or misuse anything provided in relation to health, safety or welfare
5. Aware that they are to bring to the attention of employers any situation that is considered to be a serious and / or imminent danger and any other shortcoming in health and safety arrangements by reporting accidents / potential hazards and defective equipment / premises

3.9 Health and Safety Team

The Health and Safety team are responsible for providing competent health and safety advice to the Authority to ensure that it is compliant with Health and Safety legislation.

This will be achieved by;

1. Developing, publicising and supporting the implementation of health, safety and welfare policies and procedures
2. Keeping the Authority up to date on relevant legislative changes including advising on implications of health and safety legislation, relevant regulations, Approved Codes of Practice, H.S.E Guidance and H&S training
3. Promoting the Corporate Risk Assessment system for the identification of hazards, assessing risks, identifying and implementing suitable control measures to reduce risk to an acceptable level, monitoring and reviewing; to ensure compliance with health and safety requirements
4. Providing advice and guidance on the reporting of accidents / incidents and overseeing investigations into the cause and circumstances of serious accidents and near miss incidents and where necessary, reporting accidents in accordance with RIDDOR

5. Conducting health and safety inspections of any Council buildings, plant, machinery, equipment and sites and audits health, safety and welfare performance of services within Directorates
6. Establishing professional relationships at all levels within the Council and external organisations HSE, Fire, etc.
7. Maintaining adequate records and statistics as required by legislation and issuing details of these to directorates, along with reports, to analyse trends and to tender advice on the prevention of reoccurrences
8. Providing biannual reports on health and safety performance and identifying the 'risk profile' for the Authority to both the Corporate Management team and the Corporate Services Policy and Performance Board
9. Formulating health & safety policies, guidance documents and other associated health and safety systems of work in accordance with current legislation

4. FURTHER ARRANGEMENTS

4.1 All Health and Safety policies and other documents will be available either on the Health and Safety portal on the Intranet or through Sharepoint

4.2 In line with guidance around the Corporate Manslaughter and Corporate Homicide Act 2007 (INDG417), the lead officer at Board level is the Operational Director, Legal and Democratic Services

4.3 In the case of a serious breach of safety procedures, the employee involved in the breach will be subject to disciplinary action, in accordance with the Health & Safety at Work Act and any statutory provisions

4.4 Where a member of staff has a concern regarding health, safety and welfare there are two routes available for addressing the issue:

a. Through the line manager

If the problem is not easily resolved, the line manager should seek advice from the Health and Safety team.

b. Through Trade Union Representatives

Trade union members may choose to raise concerns directly with their union representatives. The union representatives should then consult with the appropriate managers to try to resolve the issue. If the outcome is unsatisfactory, it can be referred to the relevant Consultative Committees.

5. CONSULTATION AND MEETING ARRANGEMENTS

Halton Borough Council encourages consultation with Trade Union Safety Representatives. Consultation will take place regarding:

- Preparation of health, safety and welfare policies
- The objectives set in Directorate Health, Safety and Welfare working groups
- Health, safety and welfare audits
- Significant findings of accidents and violent incidents

Meetings will take place with managers and Trade Unions at Joint Consultative Committees and the aims and objectives are;

5.1 Corporate Joint Consultative Committee

Aims:

1. To provide a means of improving the flow of information in all directions between employee representatives and management; and
2. To monitor, health, safety and welfare arrangements across the Council to ensure that they are being effectively managed.

Objectives:

1. To provide a forum for negotiations to take place on matters of a corporate nature;
2. To provide a forum for the frank exchange of views between employee representatives and management on employment practices, terms and conditions and other related matters pertaining specifically to the employment areas in question;
3. To ratify new and amended Human Resource and Health and Safety policies;
4. To report on health and safety performance;
5. To monitor accidents and any trends and identify actions to prevent reoccurrences; and
6. To provide strategic direction.

Outcome: -

To be satisfied that health, safety and welfare is being effectively managed within the Authority.

5.2 Directorate Joint Consultative Committees

General:

Directorate Joint Consultative Committees will be established for each of the Council's two Directorates:-

- Enterprise Community Resources
- People

In the event of items of directorate or corporate consequence arising, then it will be the responsibility of the Chairman of the group to ensure that the item is referred for further discussion to Corporate Joint Consultative Committee.

Aims:

1. To provide a means of improving the flow of information in all directions between employee representatives and management; and
2. To monitor health, safety and welfare performance for the Directorate to ensure it is being effectively managed.

Objectives:

1. To provide a forum for the frank exchange of views between employee representatives and management on employment practices, terms and conditions and other related matters pertaining specifically to the employment areas in question;
2. To monitor H&S performance of each area of the Directorate;
3. To monitor accidents and any trends and identify actions to prevent reoccurrences;
4. To keep updated with legislation and topical issues and identify actions arising; and
5. To discuss, where applicable, matters referred by 1st Tier Groups which are felt to have Directorate consequences or which are unresolved at 1st Tier.

Outcome: -

To ensure that there is full representation and reporting on performance in the management of health and safety within the Directorate.

5.3 Sectional Joint Consultative Committee

General:

The main employment areas/occupations within these two Directorates are:

- Waste/Open Spaces/Logistics
- Stadium/Catering/Arts & Recreation/Leisure Centres

In the event of items of directorate or corporate consequence arising, then it will be the responsibility of the Chairman of the group to ensure that the item is referred to the appropriate forum for further discussion.

Aims:

1. To provide a means of improving the flow of information in all directions between employee representatives and management.
2. To measure, monitor and continually improve health, safety and welfare performance for the areas within the respective employment areas.

Objectives:

1. To provide a forum for the frank exchange of views between employee representatives and management on employment practices, terms and conditions and other related matters pertaining specifically to the employment areas in question.
2. To report on H&S performance at meetings and identify areas for development
3. To monitor accidents and any trends and identify actions to prevent reoccurrences
4. To keep updated with legislation and topical issues and identify actions arising.

Outcome: -

To effectively manage health, safety and welfare within the main employment areas/occupations.

Signed

D. Parr
Chief Executive

Cllr. R. Polhill
Council Leader

Date

Date

Version Control and Change History

Version Control	Date Released	Date Effective	Approved By	Amendment
1	Dec 04	Dec 04	N/K	N/A
2	Aug 08	Aug 08	Chief Executive	Nil
3	April 09	April 09	Chief Executive	Include in: <u>Managers Responsibilities</u> 1. 'any person who may be directly affected by their actions including clients, pupils and members of the public' and 2. Managers to make staff aware of 'risks to themselves and others' <u>Risk and Emergency Planning</u> 3. Will 'publicise' information
4	Sept 09	Sept 09	Chief Executive	P.4 Amend name from Executive Directors to Strategic Directors
5	May 10			Changes to arrangements in light of Efficiency Review and HSE Strategy. Approved at Management Team 4/5, Corp H&S 13/5 & PPB 25/5.
6	May 11	May 11	Chief Executive	Updated with Occupational & H&S new structure and terms of reference approved at Management Team on 17/5/11
7	Nov 13	Nov 13	Management Team & PPB	Reviewed in line with the updated HSG65
8	Sept 15	Sept 15		Reflect procedural and Directorate changes
9	April 18			Changes to the names of the Directorates

REPORT TO:	Corporate Services Policy & Performance Board
DATE:	5 th June 2018
REPORTING OFFICER:	Strategic Director – Enterprise Community Resources
PORTFOLIO:	Resources
SUBJECT:	Corporate Accident / Incident Report 1.4.17 to 31.3.18
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To report on the performance of health safety management within the Authority for 1st April 2017 to 31st March 2018.

2.0 RECOMMENDATION: That

- 1. the report be received; and**
- 2. the Board notes the performance of health and safety management within the Authority for 2016/17.**

3.0 SUPPORTING INFORMATION

3.1 The annual report on the performance of health safety management for the current financial year is appended.

3.2 It highlights national and local health and safety information together with performance and incident trends which form the basis for the Recommended Actions for 2018/19.

3.3 In order to be proactive in health and safety management it also highlights the number of completed risk assessments and training delivered to staff.

3.4 In the General Information section it highlights action taken with regard to the Wellbeing (Stress) survey, fire management within the Authority as a result of the Grenfell fire tragedy and a Benchmarking exercise with other Unitary Authorities.

3.5 There has been an increase in the number of accidents leading to 'days lost', with 24 this year and 19 last year. This is commensurate with the increase in the number of actual 'days lost' with 269 this year and 173 last year and the increase in the number of 'over 7 day'

absences and Specified Injuries (as reported under RIDDOR).

4.0 POLICY IMPLICATIONS

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

5.0 FINANCIAL IMPLICATIONS

5.1 There are no financial implications.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

The provision of a safe working environment and reduction in accidents is important in order to provide:

6.1 **A Healthy Halton**

6.2 **A Safer Halton**

6.3 **Efficient and Effective Delivery of Services**

7.0 RISK ANALYSIS

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

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no direct equality and diversity issues arising from this report.



**CORPORATE ACCIDENT / INCIDENT REPORT
MANAGEMENT TEAM
1st April 2017 to 31st March 2018**

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1. INTRODUCTION

1.1 General

The Health and Safety at Work etc Act clearly places responsibility on those who create the risk to manage it. The new HSE Strategy, 'Helping Great Britain Work Well' highlights that members of the board have both collective and individual responsibility for health and safety (see 3.2.3). As such, the need is for board-level members to champion health and safety and be held accountable for its delivery.

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

1.2 Health and Safety Management System

In order to demonstrate how Halton Borough Council as an employer is delivering the HSE Strategy, this report is to provide Management Team with details of health and safety performance in relation to Key Performance Indicators (KPI). Details of KPI's are as follows:

LEAD INDICATORS

Proactive action taken and any outcomes

KPI

1. **Number of risk assessments completed on corporate systems**
Rationale – creating a safe working environment
2. **Number of Near Misses**
Rationale – action taken to prevent further similar incidents and before injuries
3. **Percentage of registered staff on the Lone Working Monitoring System who are utilising the system**
Rationale – demonstrating effective management of lone working risks

REACTIVE [Lagging] INDICATORS

Reactive action taken in response to accidents/incidents

4. **Number of Significant¹ and RIDDOR Reportable Accidents²**
Rationale – identify accident/incident trends and actions required to prevent similar occurrences
5. **Number of Violent Incidents**
Rationale – identify incident trends and actions required to prevent similar occurrences

¹ Accidents that either require more than basic first aid, incur time lost or arise from a failure in health and safety management

² Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, (RIDDOR) 1995, including Fatalities, Specified Injuries, Over 7-day Injuries, Reportable Occupational Diseases & Dangerous Occurrences

National and Local Information together with performance gaps and incident trends form the basis for the Recommended Actions for 2018/19.

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

2. RECOMMENDATIONS

2.1 Recommended Actions for 2018/19

KEY PERFORMANCE INDICATORS

No.	KPI No.	ACTION	RATIONALE	RESPONSIBLE
1.	1.	Ensure that Schools Catering Risk Assessments are reviewed to identify control measures for scalds and burns	Accidents	Managers – School Meals
2.	1.	Ensure that Environmental and Fire Risk Assessments for offices are reviewed and updated to identify control measures for scalds and burns	Accidents	Health and Safety Team
3.	1.	Ensure that risk assessments for Leisure Services involving manual handling are reviewed and updated	Accidents	Leisure Services Manager
4.	1.	Ensure that Violence and Aggression School Risk Assessments are reviewed to ensure that there are suitable measures in place	Accidents	Head teachers
5.	2.	Ensure that Condition Surveys are carried out at leisure centres	Near Misses	Divisional Manager - Property Services
6.	2.	Review the section on Transporting Children and Young People in Private Vehicles within the Occupation Road Risk Policy	Near Misses	Health and Safety Team

GENERAL ACTIONS

6.	Audit of Asbestos management within Council Buildings and Schools.	3.2.2	Health and Safety Team
7.	Review and update the Personal Protection Equipment Policies (Corporate & Schools)	Carried over from 2017 (2.2.7)	Health and Safety Team
8.	Review and update all Health and Safety policies (Corporate & Schools) requiring the holding of personal information to ensure that they are compliant with the new Regulations	General Data Protection Regulation 2018	Health and Safety Team

2.2 Update of Actions for 2017/18

No.	KPI No.	ACTION	UPDATE
1.	1.	Audit manual handling and carry out a 'safety cultural' survey within Waste & Environmental Improvement Services.	Completed February 2018
2.	1.	Carry out a corporate Wellbeing survey	Completed and results attached in appendix 'A' (see 3.1)
3.	1.	Implement actions from the Noise Risk Surveys including mandatory use of ear defenders and annual health surveillance - Waste Management & Environmental Improvement and Open Space Services	Ongoing
4.	1.	Ensure that local Risk Assessments are carried out by all Kitchen supervisors at schools	Kitchen supervisors briefed and assessments completed
5.	1.	Audit manual handling within Independent Living	Completed and managers updated
6.		Review and update the Corporate Health and Safety Policy	Completed and attached
7.		Review and update the Personal Protection Equipment Policies (Corporate & Schools)	Ongoing – Regulations to be fully implemented this year
8.		Ensure that legionella training is delivered to caretakers at schools who are required to take water temperatures	Seminar for Site Managers took place in October
9.		To review the current Drugs and Alcohol Policy to ensure that it meets the requirements of the Corporate Manslaughter and Corporate Homicide Act 2007	Policy agreed by Management Team in March 2018

3. INFORMATION

3.1 Local Information

3.1.1 Stress

Work-related stress, depression, or anxiety is defined by the HSE as “*a harmful reaction people have to undue pressures and demands placed on them at work*”. In other words, stress is due to a *perceived* imbalance between environmental demands and personal resources.

A recent national survey conducted by the HSE highlighted that most of those reporting acute stress, anxiety, and depression are mostly public sector workers, particularly education, health and social care, who report workload pressures, including tight deadlines, too much responsibility and a lack of managerial support as the root causes.

As a result a corporate Wellbeing (Stress) survey, which is based on HSE Management Standards, was conducted in November 2017. The aggregated results provided a strategic overview of the Council’s performance and also assisted local managers to work in partnership with staff to help decide on practical measures to improve the wellbeing of staff at work. Staff who completed the survey did so anonymously and there were 495 responses, compared to 649 in 2015.

A resume of the results can be found in Appendix ‘A’ and in the key areas, the percentage of staff who provided a positive ‘yes’ response in proportion to those who answered ‘no’ are as follows,

Relationships	98%
Demands	89%
Support	87%
Role	87%
Culture	86%
Control	86%
Change	80%

3.1.2 Fire Management

The tragic events surrounding the Grenfell Tower Block fire reinforced why it is necessary to have effective procedures in place to prevent fires from starting in the first instance and in the event of an incident, to warn and evacuate occupants of buildings as quickly and safely as possible.

All Local Authority buildings and schools have had a Fire Risk Assessment carried out by competent assessors and the Health and Safety team has conducted Fire Audits at Council buildings. Based on the results of the audit a corporate Fire Management Policy has been approved by Management Team and a Fire Precautions Log Book, which is intended to provide consistent standards of fire management, has been sent to all Building Managers.

In particular the Authority has been working closely with Cheshire Fire Service to ensure that there are high fire management standards at the 3 Council Care Homes, especially as there is a potential for ‘stay put’ procedures for vulnerable residents in the event of an incident.

3.1.3 Benchmarking

A Benchmarking exercise has been carried out with 11 other Unitary Authorities (see appendix 'B'). It measures that Accident Incident Rates, which is the number incidents in proportion to the number of employees.

It highlights that the Authority has the 3rd highest number of HSE reportable incidents (although there were low numbers of incidents), lowest number of violent incidents and the 3rd lowest of total incidents reported.

3.2 National Information

(National trends and information that will assist with health and safety management within the Authority)

3.2.1 Lone Working

London Borough of Brent has been fined **£100,000** with costs of £10,918.88 after two of its social workers were assaulted on a home visit by the mother of a vulnerable child they were visiting. While note-taking, both social workers were struck over the head with a metal object by the mother, resulting in one of them being knocked temporarily unconscious. While both received serious wounds to the head, the social worker knocked unconscious was later diagnosed with Post Traumatic Stress Disorder (PTSD).

No risk assessment was completed, staff were not trained accordingly and the Authority failed to add an aggression marker to make the social workers aware of the hazards posed by the mother who was known to have a history of violence. As a result the Health and Safety Executive found the local authority failed to adhere to and implement its own systems and procedures for the management of lone working and violence and aggression against social workers.

In our Authority managers are required to complete Lone Working Risk Assessments and fully utilise the resources available including the Lone Working Monitoring Systems, aggression markers and in-house training.

3.2.2 HSE Statistics

- **1.3 million** working people suffering from a work-related illness
- **2,542** mesothelioma deaths due to past asbestos exposures (2015) (See 2.1.1. – Rec 6)
- **137** workers killed at work
- **609,000** injuries occurred at work according to the Labour Force Survey
- **70,116** injuries to employees reported under RIDDOR
- **31.2 million** working days lost due to work-related illness and workplace injury
- **£14.9 billion** estimated cost of injuries and ill health from current working conditions (2015/16)

3.2.3 Stress Management

The quarterly Labour Force show that the number of workers who said they experienced stress, depression or anxiety was up 7% on the previous period, from 488,000 (a rate of 1,510 per 100,000 workers) to 526,000. In 2014-15, 440,000 workers reported a mental health problem caused or made worse by employment.

There were 236,000 reports of new cases of work-related stress, depression or anxiety in 2016-17, which corresponds to an incidence rate of 720 per 100,000 workers, 4.3% up on the 2015-16 figure of 690 per 100,000 workers.

The condition has overtaken musculoskeletal disorders (MSDs) as the most commonly reported work-related illness. There were 507,000 cases of MSDs in 2016-17, 39% of the total, and a rate of 1,550 cases per 100,000 workers. This lower than the rate of 1,670 in 2015-16.

3.2.4 Enforcement & Sentencing Guidelines

There have been:

- 554 cases prosecuted by the HSE where a conviction was achieved in 2016/17
- 11,913 notices were issued by all enforcing bodies in 2016/17

In 2016/17, the first full year that the new sentencing guidelines for safety and health offences saw the fines reaching £69.9m compared with £38.8m for the same period a year earlier.

This is the second consecutive year in which financial penalties have soared. There was a 115.5% rise between 2014-15 when £18m worth of fines were collected.

4. LEAD INDICATORS

4.1 KPI 1. Number of risk assessments completed on corporate systems

4.1.1 An electronic risk assessment system, based on the Intranet, has been 'live' since September 2011.

- Actual number of assessments completed are;

Enterprise, Community & Resources	1330
People (see appendix 'C')	647

- Workstation Assessments are now included and as a result there has been a significant rise in the number of assessments.
- All Fire Risk Assessments have been transferred onto Property Services P2 system.

4.2 KPI 2. Number of Near Misses KPI 3.

4.2.1 The number reported in the last 3 years are:

2015/16	2016/17	2017/18
9	9	16

- See 6.1 below.

4.2.2 Training

- For details of training delivered to staff this year, see appendix 'D'.
- There has been an increase in the number of First Aid training sessions and staff completing Elearning fire training.

4.3 KPI 3. Percentage of registered staff on the Lone Working Monitoring System who are utilising the system

4.3.1 Lone Working – Contact Centre Monitoring update [comparative period May 2016 to July 2016]

- See 3.2.1 that highlights a HSE prosecution for the failure to enforce Lone Working measures;
- See below, there has been a slight decrease in use of the system over the last couple of years; and
- In total 93 (11-ECR & 82-P) registered users have been deleted from the system as they have not used it for 12 months. The reasons are that the user is unlikely to remember how to use the system and also their contact information / management contacts will probably have changed;
- There has been a gradual percentage increase in the numbers using the system, especially in the People's Directorate.

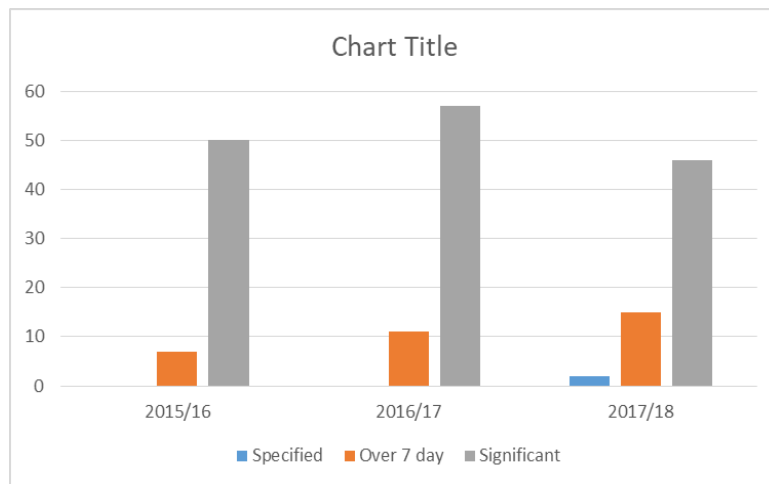
	Jan – Mar 2016		Jan – Mar 2017		Jan – Mar 2018	
	Registered Users	No's Using System	Registered Users	No's Using System	Registered Users	No's Using System
Enterprise Community & Resources People	88	59	57	41	59	47
TOTAL USERS	321	181	340	189	322	212
% OF USE	56%		55%		65%	

5 REACTIVE ['Lagging'] INDICATORS

5.1 KPI 4. Number of Significant and RIDDOR Reportable Accidents

5.1.1 The number of accidents that took place last year compared with the last two years are:

Directorate	Specified Injury	> 7-Day	Significant
Enterprise, Community and Resources	1	13	34
People	1	0	12
TOTAL YTD 2017 / 2018	2	13	46
TOTAL YTD 2016 / 2017	0	11	57
TOTAL YTD 2015 / 2016	0	7	50

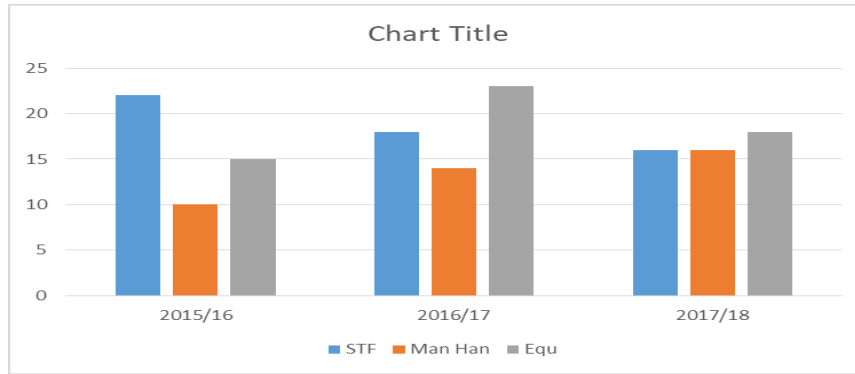


- There has been an increase in the number of Specified and 'over 7-day' incidents over the past couple of years;
- 24 incidents led to days lost, which is compared with 19 incidents last year and 24 incidents two years ago; and
- The accident incident rate of 19 incidents per thousand employees (see opposite).

$$\frac{4620 \text{ employees}}{24 \text{ incidents}} \times 1,000 = 19$$

- A further breakdown of the categories of incidents are as follows:

Main Categories	Accident		
	2015/16	2016/17	2017/18
STF	22	18	16 (-2)
Man Han	10	14	16 (+2)
Equipment	15	23	19 (-4)

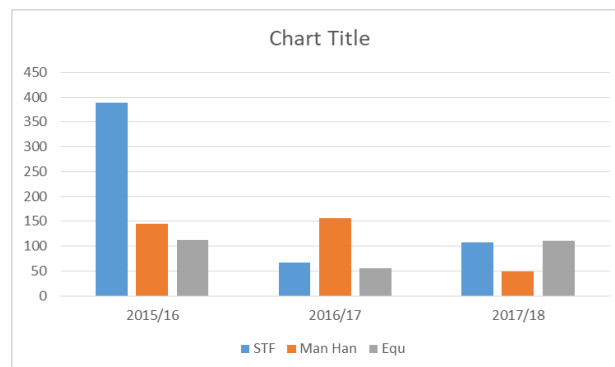


5.1.2 Days Lost

- The categories of days lost are as follows;

Days Lost

	2015/16	2016/17	2017/18
1. Slips, trips and falls	388	66	107 (+41)
2. Manual handling	145	156	49 (-107)
3. Equipment	113	56	110 (+54)



- The total days lost is 269. This represents an increase compared to the same period last year with 173, however, a significant reduction from two years ago at 671; and
- There are no incidents leading to a significant number of days lost, which is highlighted by the anomaly of the increase in the number of manual handling incidents and conversely, the decrease in days lost.

5.1.3 Incident Trends

5.1.3.1 Equipment

- There were 6 incidents involving burns and scalds by hot drinks and food with 3 incidents involving catering and the remainder involving drinks in offices, with one leading to an 'over 7-day absence' (see 2.1 & Rec's 1 and 2).

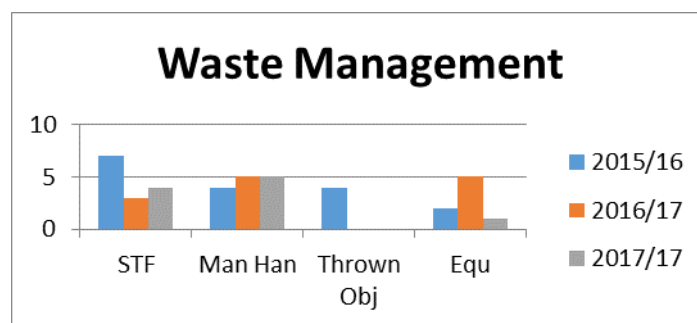
5.1.3.2 Slips and trips

- The majority of slips and trips occurred outside with 9, with several taking place during the icy conditions;
- 7 incidents occurred inside buildings compared to 12 last year.

5.1.3.3 Manual Handling

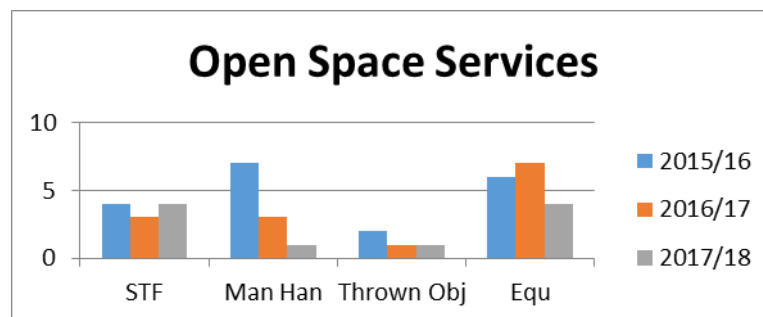
- There have been several incidents involving Leisure Services during training sessions (see 2.1 & Rec's 3);
- There are no further incident trends; and
- There has been a significant reduction in manual handling incidents within Independent Living.

5.1.3.4 Waste Management



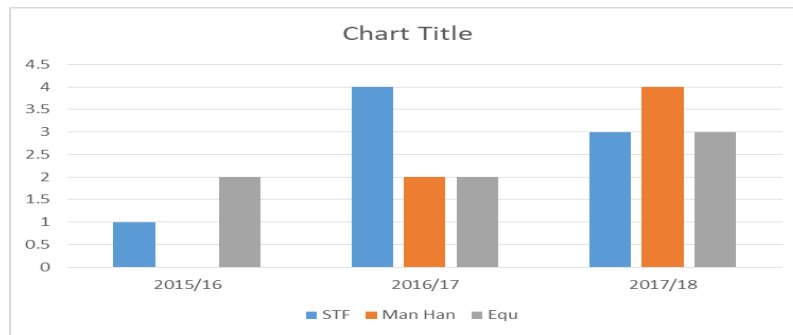
- There has been a decrease in incidents involving use of equipment: in particular there were 3 incidents last year occurring when the bin was being lifted and none this year;
- There was a slight increase in the number of incidents involving slips and trips with the majority taking place when carrying something;
- A Safety Culture audit has taken place with 18 responses from operatives. Examples of answers include,
 - o “To always keep focussed to avoid accidents”
 - o “Just keep the workforce safe and the public as well”

5.1.3.5 Open Space Services



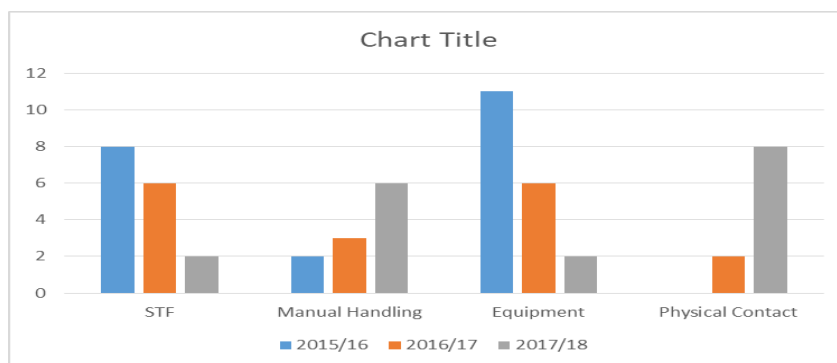
- There have been a reduction in the number of incidents involving manual handling and equipment with a slight increase in slip, trips and falls.

5.1.3.6 School Meals



- There has been an increase in the number of accidents involving manual handling and use of equipment; and
- The service has recently reviewed and updated Kitchen Risk Assessments to be completed by Kitchen Supervisors. It has delivered a number of briefings to supervisors on how to complete the assessments.

5.1.3.7 School Staff



- With regard to school staff, there were 20 incidents this year compared with 17 last year.
- The majority of incidents, i.e. 7, involved Physical Contact by a Service User with 3 incidents involving key workers, 2 on teachers and the remainder on a Head teacher and a Teaching Assistant (see 2.1 & Rec 4); and
- Number of days lost is 73, compared with 380 last year. The majority involved both physical contact and violence at 53 and the remaining 20 involved manual handling incidents.

5.1.3.8 Pupils

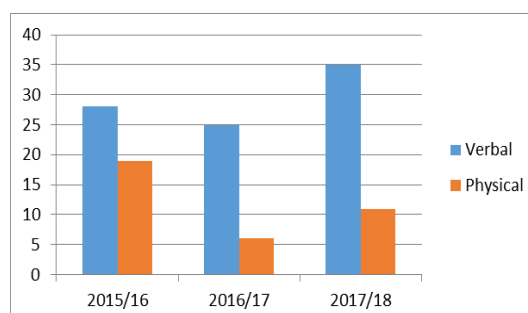
Category	Minor	Significant	Major	Totals
Playground	56	0	0	56
Sports	22	0	0	22
Slip trip or fall	12	0	0	12
Other	23	7	0	30
Total 2017/18	113	7	0	120
Total 2016/17	86	7	2	95
Total 2015/16	51	7	5	58

- There has been a significant increase in the number of incidents reported;
- However, this has been due to the increase in minor incidents, e.g. 'children being children' and a decrease in major incidents, i.e., RIDDOR reportable;
- The majority of slips and trips took place indoors; and
- The majority of significant incidents involved faulty furniture and equipment.

5.2 KPI 5. Number of Violent Incidents

5.2.1 General

Directorate	Verbal	Physical
Enterprise, Community and Resources	25	4
People	10	7
TOTAL 2017/18	35	11
TOTAL 2016/17	25	6
TOTAL 2015/16	28	19



- There has been an increase the number of physically and verbal violent incidents;

- Within Enterprise, Community and Resources, the increase of verbal threats were made at the One Stop Shops; and
- There have been both verbal and physical incidents reported by Refuse Collectors and Open Services operatives;
- Within People the majority of incidents involved Adult Services and Children's Social Care staff.

5.2.2 Schools

Schools	Verbal	Physical
TOTAL 2017/18	4	28
TOTAL 2016/17	1	19
TOTAL 2015/16	0	16

- The majority of physical incidents involved multiple incidents involving the same pupils within Primary schools; however, this year there have been several incidents reported by Secondary Schools;
- The majority of physical incidents involved Teaching Assistants (x 14) and Head teachers (x4).

Tony Dean CMIOSH MSc
Principal Health and Safety Advisor,
Risk and Emergency Planning
1st April 2018

Results of Wellbeing Survey



Over 92% of staff feel that appropriate training is available to them. However, for those jobs where there is foreseeable risk of violence / aggression, a third of respondents said they had not received the appropriate training.



91.3% of staff are encouraged to use their full annual leave entitlement within the year.



97% of staff working hours fall within the EU Working Time directive.

Proposed Job Changes



Around 80% of staff feel involved or informed about proposed changes to their jobs

Occupational Health



Almost 70% of staff are aware of the process of referral to Occupational Health

Risk assessment for Stress Factors



Over 90% of staff feel that a suitable risk assessment for environmental stress factors has been carried out.

Levels of Stress



77% of respondents say that they have achievable workloads, increase of 6% compared to 2015, and 83% were familiar with the Stress Policy

Skills and Management



Staff are encouraged to take leave and feel they have the right skills and experience for the job. Staff also feel that they have positive and supportive relationships with management

Number of Responses



495 Responses
People: 153
Enterprise, Community & Resources: 342

2016-2017 Benchmarking with other Unitary Councils

Council	Number of Employees (Head Count)	Reportable Employee Accidents	AIR* (Reportable Employee Accidents)	Violence to Employees	AIR* (Violence to Employees)	Total Employee Accidents /Incidents	AIR* (Total Employee Accidents)
Bedford Borough Council	4035	8	1.98	188	46.59	333	82.52
Bristol City Council	12788	30	2.35	393	30.73	694	54.27
Cornwall	7044	30	4.26	179	25.41	389	55.22
Darlington	2511	13	5.18	73	29.07	162	64.52
Derby	9498	23	2.42	347	36.54	216	22.74
Halton	4620	17	3.68	51	11.04	134	29
Northumberland County Council	10400	14	1.35	440	42.31	331	31.83
Plymouth	5764	18	3.12	115	19.95	1068	185.29
Portsmouth City	6386	16	2.51	387	60.60	147	23.02
Shropshire	7339	12	1.64	103	14.03	316	43.06
Stockton-on-Tees	3183	8	2.51	156	49.01	119	37.39
Wiltshire	11136	18	1.62	286	25.68	528	47.41

Risk Assessment Position Statement - All Directorates

27 March 2018

		Enterprise, Community & Resources				People			
		<i>Expected No. RAs</i>	<i>Actual No. RAs (up-to-date)</i>	<i>%</i>	<i>Earliest Review</i>	<i>Expected No. RAs</i>	<i>Actual No. RAs (up-to-date)</i>	<i>%</i>	<i>Earliest Review</i>
Risk Assessment Type	Home Working Risk Assessment	121	100	82.64	04/04/2018	29	14	48.28	01/06/2018
	Environmental/Fire Risk Assessment	78	49	62.82	01/05/2018	45	18	40	03/04/2018
	Lone Working Risk Assessment	29	17	58.62	03/05/2018	32	7	21.88	04/04/2018
	Manual Handling Risk Assessment	10	6	60	11/07/2018				
	Occupational Risk Assessment	236	185	78.39	29/03/2018	30	12	40	04/04/2018
	Ladder Checklist	12	10	83.33	21/07/2018				
	General Risk Assessment	109	59	54.13	28/03/2018	147	72	48.98	30/03/2018
	COSHH Risk	11	20	95	30/03/2018	26	17	65	12/04/2018

Assessment			36	018			38	018
COSHH (Advanced) Risk Assessment	13	8	61. 54	18/04/2 018	3	0	0	
Transport in Depots Risk Assessment	2	1	50	31/08/2 018				
Workstation Risk Assessment	659	356	54. 02	08/05/2 018	333	172	51. 65	19/10/2 018
Total	1330	830	62. 41	-	647	312	48. 22	-

TRAINING DELIVERED

Course	2016/17		2017/18	
	Courses	Delegates	Courses	Delegates
Head teachers	2	22	2	23
Personal Safety courses	7	56	3	26
Managing Safely IOSH	1	8	2	18
Working Safely IOSH	1	6	3	28
Stress Management (personal)	4	38	2	12
Stress Management (managers)	4	24	3	44
First Aid (initial, refresh & Paediatric)	11	58	23	200
Manual Handling (People, objects, risk assessment)	14	60	17	137
Defibrillator refresher	13	73	10	101
Induction	56		116	
Fire Risk Assessment	89		289	
Personal Safety	38		37	
	179		58	

REPORT TO: Corporate Policy & Performance Board

DATE: 5 June 2018

REPORTING OFFICER: Strategic Director Enterprise Community & Resources

SUBJECT: Annual Report 2017/18

PORTFOLIO: Resources

WARDS: Borough wide

1.0 PURPOSE OF REPORT

To receive the Annual Report of the Corporate Policy and Performance Board for 2017/18, to comment in respect of the same, and to make any changes considered appropriate.

2.0 RECOMMENDED: That the report be approved.

3.0 POLICY IMPLICATIONS

None at this stage

4.0 OTHER IMPLICATIONS

None at this stage

5.0 RISK ANALYSIS

N/A

6.0 EQUALITY AND DIVERSITY ISSUES

N/A

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

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



CORPORATE PPB ANNUAL REPORT

Despite facing a reduction in government funding of over £60 million which has led to a reduction in the numbers of staff employed. Council employees continue to provide excellent services for our residents. The Board recognises the work done and strives to assist them by ensuring effective scrutiny leads to better decision making and efficient use of resources. We are assisted in this by the support of Member Services and directorate teams who provide the Board with the information needed to determine policy.

I am grateful for the support I receive from my lead officer Mark Reaney and my vice chair Ged Philbin and board members for their enthusiasm and dedication in dealing with the work that confronts the board.

Changes to the benefits system and the introduction of universal credit - there are now over 7500 people on this benefit - have increased the financial pressures faced by some of our residents leading to difficulties in paying council tax and rent payments. A recent report to the board from the welfare rights and benefits team highlighted how they had helped over 1000 residents to achieve their benefit entitlement and win over 85 percent of benefit appeals and as a result of this £6million was brought into the Borough's economy. The discretionary support team remains in place to deal with the other difficulties our residents face - their work is much appreciated by the board.

Members are impressed by the Finance Department's efforts in maintaining high levels of council tax collection and the efficient use of available funds by better procurement processes.

The ICT team with its octopus tentacle like reach across the council's and partners' administrative functions continues to impress and reassure members with its efficiency and safety against cyber attack.

Community involvement team reported their success in bringing in £608,871 in match funding to support Area Forum projects, their work becoming more difficult to achieve as council forum money is reduced.

The energy efficiency team singlehandedly strives to keep the council on target to reduce CO2 emissions and over a 6year period has achieved a reduction of 25.4 percent in emissions. Installation of photo voltaic cells has resulted in savings of £55000. The biomass heat scheme has generated £150000 of income from the Renewable Heat Incentive scheme.

The health and safety team has been very effective in reducing lost

time accidents this has been accomplished as result of training schemes being delivered to staff.

Corporate complaints team through its 2 stage procedure ensures that residents' complaints are dealt fairly and quickly giving the council a knowledge base across all service provision so we can learn and improve.

I will take this opportunity to thank the member development team for their good work in keeping members up to speed and informed of the latest developments through its training courses and mentoring system.

So finally I would to thank all the officers and members for their support over the year in helping me get through this year business and hope they have enjoyed the task as much as I have.

- Councillor Bob Gilligan – Chair, Corporate Policy & Performance Board

MEMBERSHIP AND RESPONSIBILITIES

During 2017/18, the Board comprised of eleven Councillors – R. Gilligan (Chair), G Philbin (Vice Chair), Abbott, E Cargill, Howard, C Loftus, A McInerney, N Plumpton Walsh, Joe Roberts, G Stockton, and Wainwright.

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

REVIEW OF THE YEAR

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

EXTERNAL FUNDING

The Board received a report at its September meeting on the work of the Regeneration Non Town Centres Team in securing external funding resources into the borough. The report outlined:

- An update on the Team's priorities/key activities
- Emerging issues in External Funding
- Funding statistics for 2010 to the end of March 2017
- An update on the implications of Brexit on the ESIF Programme
- A summary of recent Idox report on the External Funding function in local authorities.

Members noted the following key headlines:

- The demonstrable increase in competition for External Funding streams.
- Evidence that local authorities with an External Funding function were more successful in accessing funding.
- An increase in availability of funding for visitor economy and cultural activity.
- The development of a training programme by the External Funding Team.
- Evidence that the level of demand for funding support was increasing.

CORPORATE COMPLAINTS

Also at the September meeting, the Board considered a report analysing the successful operation of the Corporate Complaints System and setting out the two stage procedure, the nature of the complaints received and outcomes, and a trend analysis. The report detailed how the Council used the information from Complaints to improve the services provided or commissioned.

COUNCIL TAX

The Board considered two matters relating to Council Tax in September.

The first was a report seeking the amendment of the Council Tax section 13A Discount Policy Statement to reduce to nil the amounts of Council Tax payable by young people leaving care from ages 18 to 25. The proposal was in response to a recent Children's Society Campaign which identified a range of disadvantages that care leavers typically experienced. It was proposed that as the Council has a parenting role which lasts in some cases until a care leaver is 24, the care leavers relief should apply to every care leaver until their 25th Birthday. The Board recommended that Executive Board approve the amendment to the statement, which was endorsed by Executive Board.

The Board also discussed a report on the Council Tax reduction

scheme. This outlined proposed changes for 2018/19, for which public consultation would be required. Members were asked to consider whether it was appropriate to align the Council Tax Reduction Scheme with the Housing Benefit Scheme to achieve a measure of consistency which had existed prior to changes in April 2013. Those changes would only affect new claimants from 1 April 2018 and would be subject to public consultation. The matter was discussed extensively at the meeting, and the Board resolved not to support the proposed changes due to the potential impact for new claimants.

ENERGY

An update to Members was provided in January on measures aimed at reducing CO2 emissions within the Council. Overall, the Council's emissions had significantly reduced from a baseline in 2006/07 of 26,338 tonnes of CO2 to 19,874 tonnes for 2015/16 which equated to a 24.5% reduction over the 9 year period. This reduction was partly due to:

- Carbon reduction measures implemented by the Council.
- Rationalisation of buildings with the Council now occupying fewer buildings.
- The Council being part way through a four year programme to switch high sodium pressure street lighting used in residential areas, and the main routes throughout the borough, to LEDs.
- Solar PV on Council buildings,
- Biomass boilers installed at Brookvale Leisure Centre and Norton Priory Museum.

In addition, the Board noted that a successful bid had been submitted to the Department for Local Government and Communities to develop a solar farm on the former St Michael's golf course. This would be connected to the Halton Stadium and the system would produce between 850,000 and 950,000 wh per annum. The energy generated would reduce CO2 emissions by 380 tonnes per annum.

WELFARE RIGHTS SERVICE

Also in January, Members considered a report dealing with the work of the Welfare Rights Team including information on:

- Individual posts and roles.
- Background to the establishment of the service.
- Progress to date on the delivery of the service.
- Areas of activity by the team including the number of claimants assisted at Tribunal Hearings and success rates, and the amount of benefits gained for Halton residents.
- Future challenges for the team.

The report was very well received and the hard work carried out acknowledged.

PERFORMANCE ISSUES DURING THE COURSE OF THE YEAR

The Board considered in detail the performance of the reporting departments. Issues which were overseen during the year included:

- Accident statistics
- Sickness and absence
- School catering and the operation of the Stadium

WORK PROGRAMME 2017/18

During 2017/18, the Board retained the Topic Group overseeing the operation of the Council's Discretionary Support System. The work of this group was expanded to include scrutiny of Universal Credit. The Topic Group met on 19th July 2017 and the report was considered at the September PPB meeting. The Group met to review the progress of the Discretionary Support Scheme and received an update regarding Discretionary Housing Payment and implementation of Universal Credit. The Topic Group noted that work had been undertaken to establish the cost of implementing the Board's previous proposal to limit the number of liability orders which would be taken out in respect of the same Council Tax payers. It was reported that the potential cost was estimated to be around £150,000 and therefore it was agreed not to implement the change at this time.

REPORT TO: Corporate Policy & Performance Board

DATE: 5th June 2018

REPORTING OFFICER: Strategic Director Enterprise Community & Resources

PORTFOLIO: Resources

SUBJECT: Amendment to Council Tax Section 13A Discount Policy Statement

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1. To propose two amendments to the Council Tax Section 13A Discount Policy Statement, in relation to discretionary council tax relief provided to Care Leavers.

2.0 RECOMMENDED: That the Executive Board be recommended to approve the amended Council Tax Section 13A Discount Policy Statement attached at Appendix A.

3.0 SUPPORTING INFORMATION

Background

- 3.1 On 21 September 2017, Executive Board approved an amendment to the Council Tax Section 13A Discount Policy Statement, to reduce to nil the amount of council tax payable by young people leaving care from the ages 18 to 25. This amendment was applied from 1st April 2018. The Council was responding to a Children's Society campaign which identified a range of disadvantages that Care Leavers typically experience. The campaign called upon local authorities to do more to support families who are struggling with council tax debt, in particular, Care Leavers.
- 3.2 The Council agreed with the campaign's principal sentiment that young people's transition out of care and into adulthood is often difficult and managing money for the first time can make Care Leavers vulnerable and at risk of falling into debt.
- 3.3 Corporate Parenting is a statutory function of the Council. The underlying principle is that every local authority will seek the same outcomes for young people in care that every good parent would want for their own children.
- 3.4 Under section 13A of the Local Government Finance Act 1992 the Council has a general discretionary power to reduce liability for council tax in relation to individual cases or class of cases that it may determine where national discounts and exemptions cannot be applied.

- 3.5 The most cost efficient way of determining the value of Care Leaver's discretionary relief is to calculate how much council tax the Care Leaver still has to pay after any existing statutory discounts and Council Tax Support (CTS) has been taken into account. It is estimated that this relief will amount to around £7,000 per annum in total and therefore in relative terms it does not represent a significant financial cost for the Council.

Proposed Amendments

- 3.6 Where a Care Leaver is jointly and severally liable to pay council tax with one or more other residents in a property who are not Care Leavers, it is proposed that the council tax payable for the property will only be reduced by 50% (rather than 100%). This is to ensure that non-Care Leavers are not advantaged through the policy and that relief is only provided to eligible Care Leavers. A similar approach is now operated by most other councils within the North West.
- 3.7 The Council's existing Section 13A Policy states that discretionary relief will only apply to Care Leavers for whom the Council has acted previously as a corporate parent. The majority of North West councils now apply discretionary relief to "all" Care Leavers who reside within their boundaries, irrespective of which council has previously acted as their corporate parent.
- 3.8 It is therefore proposed to amend the wording of the Section 13A Policy Statement, to enable the Council to provide discretionary council tax relief to Care Leavers regardless of which council has previously acted as their corporate parent. This will also ensure that the Council can provide a reciprocal agreement to that provided for Halton Care Leavers who move to other boroughs. To date the Council has only been approached by one Care Leaver residing within the Borough, for whom Hertfordshire County Council previously acted as their corporate parent.

Conclusion

- 3.9 The proposed amendments to the Council Tax Section 13A Discount Policy in respect of Care Leavers, will help to ensure that the Policy remains equitable and is consistent with the approach adopted by other North West councils.

4.0 POLICY IMPLICATIONS

- 4.1 The policy statement presented in the Appendix meets the requirements of Section 13A of the Local Government Finance Act 1992 (as amended).

5.0 FINANCIAL IMPLICATIONS

- 5.1 The cost of any care leavers discounts awarded under the Council Tax Section 13A Policy would be met in full by the Borough's council taxpayers.
- 5.2 The total cost of the discretionary relief awarded is estimated to cost the Council in the region of £7,000 per annum.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

6.2 Employment, Learning and Skills in Halton

6.3 A Healthy Halton

6.4 A Safer Halton

6.5 Halton's Urban Renewal

Depending upon the specific circumstances, the award of discretionary relief under the Section 13A Policy has the potential to affect all of the Council priorities above.

7.0 RISK ANALYSIS

7.1 The total cost of awards granted may become significant, therefore the number and cost of awards will be closely monitored.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The eligibility criteria and application process relation to the Section 13A Policy will ensure that no particular groups of individuals are excluded.

8.2 In accordance with the Council's equality duty, this proposal will result in more favourable treatment being applied to Care Leavers living in Halton, in order to advance equality of opportunity, with the overall aim of removing financial barriers, resulting in increased opportunities for employment, education and/or training opportunities.

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

Document	Place of Inspection	Contact Officer
Section 13A Local Government Finance Act 1992 (as amended)	Revenues & Financial Management Kingsway House Widnes	Stephen Baker

APPENDIX A

Council Tax
Section 13A Discount
Policy Statement

1. INTRODUCTION

- 1.1 Section 13A of the Local Government Finance Act 1992 (as amended) provides the Council with discretionary powers to reduce the amount of council tax liability in exceptional circumstances, where national discounts and exemptions cannot be applied.
- 1.2 This would only be applied in exceptional circumstances and would then be considered on a case-by-case basis or for several taxpayers who may fall into a group due to similar circumstances e.g. those who have had to leave their home due to flooding or fire or care leavers
- 1.3 Council tax legislation provides a wide range of discounts, exemptions and reductions that have the effect of reducing the level of council tax due. Applicants will therefore be expected to have exhausted all other options before making an application under this policy.
- 1.4 Prior to applying this policy, consideration should be given to whether alternative actions should be undertaken. Therefore, this policy will only consider exceptional circumstances, where it is appropriate and fair to provide a discretionary discount.

2. STATEMENT OF OBJECTIVES

- 2.1 Section 13A discount awards will be awarded when tax payers experience unforeseen or exceptional circumstances that threaten their ability to pay their council tax.
- 2.2 Given that the cost of any such award has to be met by the Borough's council taxpayers, any applications must meet the underlying principle of offering value for money to council tax payers. This will be achieved by asking for a range of information to support each application.
- 2.3 From time to time Government may introduce a specific scheme in response to an event such as a natural disaster (e.g. flooding). Where such schemes are introduced, funding is normally fully met by Government without impact upon the local council taxpayer.
- 2.4 Any such schemes that are introduced, in so far as they fall to be administered under Section 13A of The Local Government Finance Act 1992 (as amended), will be administered in accordance with instructions and guidance set out by Government.
- 2.5 The Council will consider making a Section 13A award to applicants who meet the qualifying criteria set out below. All applicants will be considered on their individual merits.
- 2.6 Section 3 of this policy details classes of case which may be entitled to a reduction in accordance with Section 13A.

3. SECTION 13A (1) (C) DISCRETIONARY RELIEF FOR CARE LEAVERS

3.1 The Council may reduce to nil the council tax liability of Care Leavers who satisfy all of the following criteria:

- The person is a former relevant Care Leaver as defined within the Children (Leaving Care) Act 2000
- The person has left care and is aged between 18 and 25
- The person resides within Halton and is liable to pay council tax to Halton Borough Council with effect from 1st April 2018.

3.2 Any award given to an individual case will end on the day before their 25th birthday

3.3 Where the Care Leaver is liable for more than one property the discretionary relief will be awarded in respect of only one property, that being the person's sole or main residence.

3.4 The amount of relief granted will be the amount of council tax the Care Leaver still has to pay after any existing statutory discounts and council tax support (CTS) has been taken into account.

3.5 Any award given will be automatically granted and any change to the Care Leaver's circumstances during the financial year will be taken into consideration.

3.6 Where the Care Leaver is jointly and severally liable with one or more residents, who are not Care Leavers, the amount of council tax payable will be reduced by 50%.

4. APPLICATION PROCESS

4.1 The features of the Council's Section 13A Discount Policy are that:

- It is discretionary;
- An applicant does not have the statutory right to a payment;
- The operation of the scheme is for the Council to determine;
- The Council may choose to vary the way in which funds are allocated according to community needs;
- Other than the normal appeal against the application of discretionary function by Judicial Review, there is no right to a statutory appeal of any application decision. In the interest of fairness the Council will operate an internal review procedure for appeals in a non-discriminatory way;

4.2 In order for an application to be considered, there is no formal application form. All applications shall be made in writing, written or by email, by the Council Taxpayer or by somebody authorised to act on their behalf. It should be submitted to the Council Tax Team under the title of Section 13A Discount application. Applications should relate to the current council tax year, and should include the following information:

- The reason for the request;
- How long the discount is wanted for;
- The steps that have been taken to meet or mitigate the council tax liability;
- The cost of such a discount.

5. ELIGIBILITY CRITERIA

5.1 There are no pre-set criteria for the award of a Section 13A council tax discount. Each application will therefore be considered on its individual merits.

5.2 In deciding whether to award a Section 13A discount, the Applicant's particular circumstances will be considered. The Applicant will therefore be asked to provide supporting evidence to substantiate the answers that they give to the questions above. This may include, but is not limited to:

- Income and expenditure statements;
- Any sources of credit such as debit cards, credit cards, store cards, overdraft facilities and loan arrangements;
- Any financial assistance which is likely to be available to the Applicant from other sources.

5.3 Decisions on eligibility for an award will be made by the Operational Director Finance. All awards will be made by crediting the award value to the council tax account to which it applies.

5.4 The Council will notify the Applicant in writing of the outcome within 20 working days of the date the decision is made. Where the request for an award under Section 13A is unsuccessful or is not met in full, the Council will explain the reasons why the decision was made.

6. THE RIGHT TO APPEAL

6.1 Section 13A awards are administered under the Local Government Finance Act 1992 (as amended) and are not subject to a statutory appeals process. Appeals will therefore be decided by the Council.

6.2 The Council will operate the policy for dealing with appeals about either the decision not to make an award or the amount of an award.

- 6.3 An applicant who requires further explanation of a Section 13A Discount decision must request this in writing within 20 days of notification of the decision.
- 6.4 An applicant who disagrees with a decision may appeal the decision within 20 days of the original decision. Where possible, the Council will initially try to resolve the matter by explaining the reasons for the decision to the Applicant in writing.
- 6.5 Decisions on appeals will be made by the Strategic Director Enterprise, Community & Resources. If it is decided to reject the appeal, the reasons for the decision will be provided to the Applicant in writing within 20 working days.

7. OVERPAYMENTS

- 7.1 If the Council becomes aware that the information contained in an application for a Section 13A Discount award was incorrect or that relevant information was not declared, either intentionally or otherwise, the Council may seek to recover the value of any award made as a result of that application.
- 7.2 The award will be removed from the relevant council tax account and any resulting balance will be subject to the normal methods of collection and recovery applicable to such accounts.

8. FRAUD

- 8.1 The Council is committed to prevent fraud. Any applicant who tries to fraudulently claim a Section 13A discount might have committed an offence under the Fraud Act 2006. If the Council suspects that fraud may have occurred, the matter will be investigated as appropriate and this could lead to criminal proceedings.

REPORT TO:	Corporate Services Policy and Performance Board
DATE:	5 th June 2018
REPORTING OFFICER:	Strategic Director, Enterprise, Community & Resources
PORTFOLIO:	Resources
SUBJECT:	Halton Borough Council Update on Apprenticeship Policy / Apprenticeship Levy & Public Sector Target
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To provide Members with an update on Apprenticeships in Halton. Reference has also been made to both the regional and national pictures.

2.0 RECOMMENDATION: That the information be noted.

3.0 POSITION STATEMENT

3.1 Current Apprenticeships:

11 apprentices are currently employed within the Council (May 2018).

The Council's approach to apprenticeships focuses on the guiding principle that, wherever possible, we look to offer our apprentices permanent employment upon completion of their apprenticeship.

During the last 3 years, 16 out of 19 apprentices have acquired permanent positions with the authority, 11 of these in Waste Management and 5 in Open Spaces services.

3.2 'New' Apprenticeships in progress:

The new Apprenticeship framework brought forward by government in April 2017 introduced the Apprenticeship Levy and the requirement to use prescribed training providers as approved by the National Apprenticeship Council.

Five 'new' apprentices have commenced placements since April 2017, as follows:

Registration Officer
Crematorium Technician
Cemeteries & Crematorium Assistant
Procurement (Finance)

Public Health

Five other new placements were advertised towards the end of 2017/18, and are currently being recruited to:

Administration Service x2

- **Apprentice Administration Assistant** (Business & Administration – Level 2 / Level 3)

Health Improvement Team x1

- **Apprentice Health Trainer** (Health & Social Care – Level 3)

IT x2

- **Apprentice Data Centre Technician** (Level 3)
- **Apprentice Network Technician** (Level 3)

The overall aim is to have a rolling target of around 25 'new' apprentices in the Council at any one time.

3.3 **Development of Existing Workforce:**

The Council is seeking to utilise the Apprenticeship Levy to promote Continuous Professional Development (CPD) within the existing workforce, initially concentrating on 4 specific areas:

- Adult Social Care
- Children`s Social Care
- Administration Services
- Generic rollout re: Project Management & Prince 2 qualification

Officers have engaged with Training Providers, (Riverside College for Business & Administration, TRN Train for Health & Social Care and 3AAA for IT), to support this activity, having regard to the training delivery model, supporting and monitoring the learner, costs, and completion rates.

It should be considered that there is a mandatory requirement for each employee to spend 20% of their working week undertaking 'off the job' training. This can include teaching of theory, practical training, learning support, and time spent writing assessments and assignments. This will be managed within the relevant services.

Indicative unit costings for training have been obtained; however these will ultimately be dependent on the level of qualification to be attained, and numbers. Anticipated numbers at the time of writing, are as follows:

Health & Social Care – 36 learners in total:

- 19 x Level 2 Adult Care Workers
- 6 x Level 3 Lead Adult Care Workers
- 2 x Level 3 CYPW
- 4 x Level 5 Health & Social Care
- 5 x Care & Leadership & Management

Business & Administration – 7 learners in total:

3 x Level 3

4 X Level 4

Catering & Professional Chef – 2 learners in total

2 x Level 3

Continuous Professional Development (various): 45 learners.

3.4 Utilising the Learning & Development Budget more effectively – for any new applicants wishing to access Post Entry Training (PET) within Halton Borough Council, where possible these will be linked to new Apprenticeship Standards to establish if the relevant eligibility criteria is met. If it is the Council will be able to access the Apprenticeship Levy to fund the training.

3.5 New Apprenticeship SharePoint Site

This has been created and launched with the purpose being:

- To provide an overview of Halton Borough Council`s Apprenticeship Policy
- To ensure that the organisation keeps abreast of current and changing legislation
- To ensure that we can address key emerging issues effectively
- To provide a forum in order to share good practice

3.6 Waste Management Section initiative

This service is currently exploring the possibility of existing Waste Management Operatives undertaking LGV Driver Apprenticeship qualifications, for which consideration will be given to utilising the levy account monies.

3.7 Positive Apprenticeship publicity and marketing

This is currently being explored, with three distinct themes having been identified:

- a) An article for 'Inside Halton' – to reflect success stories, for example 3 apprentices within Open Spaces have recently acquired full time positions. In addition to this 4 new Waste Operatives posts are to be ring fenced to the current cohort of Waste Management apprentices completing their training.
- b) The Introduction of an Apprenticeship of the Year category as part of the Employee Recognition & Award Scheme.
- c) Consideration to be given in the future to possible nomination(s) re: Apprentice/Young Achiever of the year in the Halton Business Awards, hosted by the Halton Chamber of Commerce and Enterprise, and the Annual National Apprenticeship Awards organised by the National Apprenticeship Service.

3.8 **Liverpool City Region (LCR) – Local Authority Apprenticeship Support & the Way Forward**

A piece of work, commissioned in 2017, considered the potential for future collaboration and has which has resulted in a number of initial recommendations around additional brokerage support, which could facilitate greater efficiencies.

This includes:

- Providing technical knowledge and guidance;
- Providing additional capacity to council's, where required, in their work with schools to maximise levy draw-down;
- Extending partnership working arrangements including regular reporting and tracking of levy spend and progress towards the 2.3% target;
- Collating collective demand in line with common need to generate viable cohorts for delivery of apprenticeship training;
- Engaging with the provider base to articulate demand and raise awareness of procurement opportunities;
- Supporting the development of new standards.

In addition to this the Heads of HR across the Liverpool City Region have reviewed this list and have identified the following 3 key priorities:

- Supporting the planning, positioning and mapping of apprenticeships as a career pathway for key public sector job roles;
- Exploring the innovative use of the apprenticeship levy, including utilising 10% with supply chains or supporting delivery through an Approved Training Agency (ATA) model; and
- Sourcing and sharing of best practice to increase apprenticeship penetration across the workforce and facilitating the future commissioning of provision.

To provide context to the regional and national pictures, a range of statistics are outlined in sections 3.9 to 3.12 below.

3.9 **'New Starts' vs Developing Existing Staff (October 2017)**

Local Authority	New Apprentices	Existing Staff	Total Numbers
Wirral	12	39	51
Warrington	13	31	44
Liverpool	15	3	18
Cheshire East	27	9	36

3.10 Statistics re: Total Apprenticeship Starts within the Liverpool City Region

Level	Age	LEA/LA/Region/England	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17 Full Year (Provisional)	2015/16 - 2016/17 % variance	2015/16 - 2016/17 variance
All	All	Knowsley	2,910	2,560	2,010	2,180	2,140	2,160	101	20
All	All	Liverpool	7290	6120	4600	5080	5130	5310	104	180
All	All	Halton	2010	1630	1420	1420	1440	1430	99	-10
All	All	Sefton	3840	3860	2890	3100	3090	3330	108	240
All	All	St Helens	2850	2330	2080	2260	2390	2280	95	-110
All	All	Wirral	4870	4510	3530	3850	4130	4070	99	-60
All	All	LCR	23,770	21,010	16,530	17,890	18,320	18,580	101	260

3.11 Observations & Comments in relation to the above table:

- 470 fewer 16-18 year old resident in Liverpool City Region started an Apprenticeship in 2016/17 than in 2015/16. This falling trend is some 3% worse than the national fall in the volume of starts.
- The majority of the reduction in starts between the 2016/17 and 2015/16 academic years (440 starts) for 16-18 year olds intermediate Level 2.
- Liverpool City Region also had fewer Apprenticeship starts aged 19-24 year olds in 2016/17 than in 2015/16, but the drop of 100 fewer starts is proportionally less than the national and regional average falling trend.
- Liverpool City Region apprenticeship starts aged 25 and over are up 740 on 2015/16 volumes, a 9% rise on the previous academic year. This sudden rise in the volume of starts aged 25 and over in Liverpool City Region could be due to the impact of the flexibility following reforms for Apprenticeships to be delivered at higher levels, the ability to deliver apprenticeships to a wider cohort including those already with skills at the same levels as their apprenticeship, but in different disciplines, or indeed the impact from May 2017 onwards of the Apprenticeship Levy, with employers opting to train their existing workforce in greater volumes.
- Liverpool City Region's growth in older Apprentices is some 7% above the national increase in Apprentices aged 25 and over and 6% above the regional rising trend.

3.12 The National Picture: Local Government Association Survey (December 2017)

- **What's Working?**
 - Leadership – 90% of Councils have buy-in from the Council leadership
 - Corporate Plans – 73% of Councils have included apprenticeships in their corporate plans or have a separate apprenticeship policy
- **Problems and Barriers:**
 - Off the job training - especially the 20% requirement for time out for existing staff
 - Resources – some Councils have been unable to afford new starts and so

have focused their efforts on upskilling existing staff, and/or have struggled to put into place a designated person/team to support the roll out of apprenticeships within their organisation

- Training providers - lack of local providers, providers charging the funding band maximum even though they had previously provided similar training at a much lower price under the old system
- Standards – a lack of appropriate standards in some key areas
- Schools – proving to be a significant challenge, largely because of the limited capacity to employ an apprentice within what is often a small operational structure.

3.13 Three expressions of interest in new apprenticeship placements have already come forward for 2018/19:

- Waste Management Division x2
- Housing Solutions x1
- Civil Engineering (Highways) x 1

4.0 **POLICY IMPLICATIONS**

4.1 **Halton Borough Council Apprenticeship Policy** was updated December 2017 in light of new HMRC Regulations re: National Minimum Wage Rates and continued guidance from key bodies such as The National Apprenticeship Service, Local Government Association and the Education & Skills Funding Agency.

4.2 Nothing significant has emerged following the 2017 General Election, and no significant change in policy direction has come about within the last 12 months.

4.3 It is envisaged that following the success of the initial cohort of Council apprentices under the 2017 regime, new apprenticeship opportunities will be encouraged within the Council throughout 2018/19, along with opportunities being advertised for our existing workforce to consider their continued professional development.

5.0 **FINANCIAL IMPLICATIONS**

5.1 Costs incurred to-date (April 2017 – May 2018) by the Council through the obligation to pay the Apprenticeship Levy is as follows:
Halton Borough Council (including LA Maintained Schools) = £402,691
This also includes the Government 10% top up.

5.2 **Apprentice Wages** – the Council will continue to pay 75% of the bottom of HBC 3, (SCP 14) which equates to:

- a) With on-costs:
£8.33 per hour, £308.18 per week and £16,069.49 annually.
- b) Without on-costs:

£6.52 per hour, £241.37 per week or £12,585.76 annually.

Year 2 (12 months after the commencement of a placement) and subsequent years (if applicable) apprentices will be paid the National Minimum Wage appropriate to their age, unless 75% of SCP 14 is greater, in which case this rate will continue to be paid.

This ensures that the Council pays **above** the National Apprenticeship Wage.

5.3 Funding generated

£2,000 to-date, due to 2 'new' apprentice`s being aged between 16-18.

This is to be paid into the Council`s Corporate Apprenticeship fund, to fund future apprentice wages within the Council.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 The policy continues to support two corporate priorities, namely Employment, Learning and Skills in Halton and Environment and Regeneration in Halton.

7.0 RISK ANALYSIS

7.1 There is a risk that the Council falls short of spending the available levy sum; and as such the benefit of it is lost. Steps are being taken to ensure that the Council utilises as much of the levy as is possible.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Equality and diversity was considered in the formation of the Apprenticeship policy in 2017. No new issues have been identified.

REPORT TO:	Corporate Policy and Performance Board
DATE:	5 June 2018
REPORTING OFFICER:	Strategic Director – Enterprise Community & Resources
SUBJECT:	Topic Groups 2018/19
WARDS:	Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to seek Members' views in relation to the formation of Topic Groups for 2018/19.

2.0 RECOMMENDATION: That Members indicate their preferences regarding Topic Group formation for 2018/19.

3.0 BACKGROUND

- 3.1 Policy and Performance Boards have the ability to form Topic Groups on areas on which they wish to carry out in depth reviews. The only restriction that exists is that the organisation needs to have the capacity to support them effectively.
- 3.2 During 2017/18, this PPB had a Topic Group ongoing overseeing the operation of the Council's Discretionary Support Scheme, and it has been highly effective and provided significant guidance to the Executive Board and Officers, in relation to the delivery of that extremely important service. Its work was expanded to include the scrutiny of Universal Credit
- 3.3 The views of Members were sought during the year and it was agreed that the Topic Group would continue as there was still work to do, and thought would be given to setting up a second group if needed.

4.0 POLICY IMPLICATIONS

- 4.1 The formation of Topic Groups allows Members to carry out in depth reviews of key areas of Council policy and to form recommendations to the Executive Board, which is an important part of the role of Scrutiny.

5.0 OTHER IMPLICATIONS

5.1 It is important when forming Topic Groups to ensure that the organisation has the capacity to support them effectively.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 It is important that Topic Groups are focused on the Council's priorities.

7.0 RISK ANALYSIS

7.1 There are no risks associated with this report.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no equality and diversity issues associated with this report.

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

9.1 None.

REPORT TO: Corporate Policy and Performance Board

DATE: 5th June 2018

REPORTING OFFICER: Strategic Director – Enterprise, Community & Resources
Resources

PORTFOLIO:

SUBJECT: Gender Pay Gap

WARDS: All

1.0 PURPOSE OF THE REPORT

To present Corporate PPB with the information and calculations for Halton Borough Council in relation to the Gender Pay Gap. This information was published on 30th March 2018 as a statutory requirement.

2.0 RECOMMENDATIONS: That

1. the Board note the content of the report; and
2. the Board consider any future actions that the Council may wish to undertake in order to work towards closing the Gender Pay Gap.

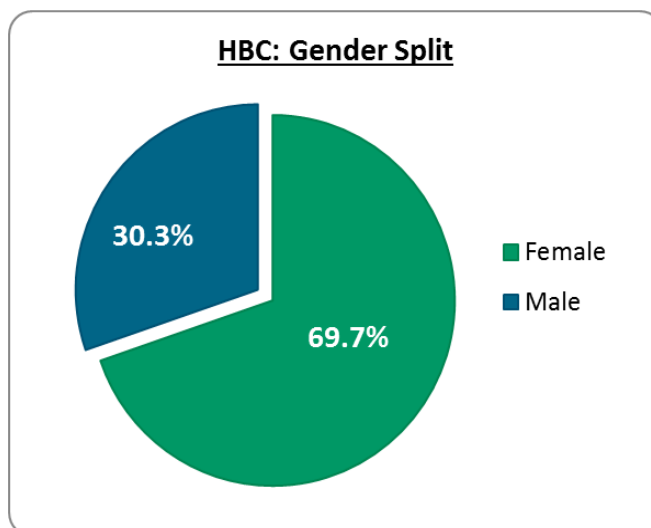
3.0 SUPPORTING INFORMATION

- 3.1 From April 2017, Gender pay reporting legislation required all organisations that employ over 250 employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The gender pay gap is defined as the difference in the average earnings of men and women over a specified period, regardless of their role or seniority.
- 3.2 Gender pay reporting is different to equal pay. Equal pay deals with the pay **differences between men and women who carry out the same jobs, similar jobs or work of equal value**. It is unlawful to pay people unequally because they are a man or a woman. Gender pay reporting is a different requirement to carrying out an equal pay audit.
- 3.3 The gender pay gap shows the **difference in the average pay between all men and women in a workforce**. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.
- 3.4 The deadline to report was 30 March 2018 for public sector employers.

- 3.5 According to the ONS, the gap between what UK male and female workers earn – based on **median** hourly earnings for full-time workers – fell to 9.1% in April last year from 9.4% a year earlier. It was 17.4% in 1997 when the ONS first collected the data. (The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest.)
- 3.6 Historically, [the mean gender pay gap](#) has been 14.1%, and has been stuck at the same level for three years. However, when all workers, full and part-time, are included (as they are with the gender pay gap), the gap increases to 17.4% for median earnings and 18.4% for mean earnings. (The mean, commonly known as the average, is calculated when you add up the wages of all employees and divide the figure by the number of employees)
- 3.7 The figures are reported to the Government Equality Office, but it is up to the individual companies and public bodies to calculate their own gender pay gaps.
- 3.8 The data gathered is a relatively blunt tool and only tells us the overall gender gap, as well as the bonus pay gap and the proportion of men and women in each quartile of the pay structure of the organisation.
- 3.9 Under the Equal Pay Act 1970, and more recently, the Equality Act 2010, it is against the law to pay people performing the same role or "work of equivalent value" differently because of their gender. This applies to all employers regardless of size.
- 3.10 The Equality and Human Rights Commission (EHRC) is responsible for ensuring employers publish their gender pay gap. The EHRC says it will approach employers informally at first if they have not published by the deadline, but businesses could ultimately face "unlimited fines and convictions".
- 3.11 There are no plans to punish organisations that have a wide gender pay gap, but the government has stated that it will publish sector-specific league tables, highlighting companies failing to address pay differences between men and women.
- 3.12 A total of around 9000 companies were due to report overall by the April deadline. Analysis of the information is now taking place nationally which will allow a greater understanding of the gender pay gap, and will also allow HBC to benchmark their own data more effectively.
- 3.13 A definition of who counts as an employee is taken from the Equality Act 2010. The public sector regulations also take into account the Public Sector Equality Duty.
- 3.14 There are six calculations to carry out, and the results must be published on the employer's website and a government website.
- 3.15 An employer must publish six calculations showing their:

1. average gender pay gap as a mean average;
 2. average gender pay gap as a median average;
 3. average bonus gender pay gap as a mean average;
 4. average bonus gender pay gap as a median average;
 5. proportion of males receiving a bonus payment and proportion of females receiving a bonus payment;
 6. proportion of males and females when divided into four groups ordered from lowest to highest pay.
- 3.16 Employers have the option to provide a narrative with their calculations. This should generally explain the reasons for the results and give details about actions taken or planned to reduce or eliminate the gender pay gap
- 3.17 The narrative can say why the results show **challenges**. For example, an employer might explain that their executives get the highest bonuses and most of them are men. Where there is a challenge, employers could consider taking new or faster actions to reduce or eliminate their gender pay gaps.
- 3.18 The narrative can say why the results show **successes**. For example, an employer might explain that a recent change to policy has helped reduce any gender pay gap.
- 3.19 The narrative can also be used to show **plans for long-term results**. For example, an employer might want to tackle the underrepresentation of women in some roles.
- 3.20 For Halton Borough Council, as well as explaining any potential reasons for any gender pay gap, the narrative includes what we are currently doing as an organisation to tackle any gender pay issues that have been raised by the figures, as well as any steps or strategies for the future. This could be as part of our Organisational Development Strategy, for example through Management Training programmes, succession planning, or in looking at how we recruit and retain staff in general.
- 3.21 The data set out in this report has been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This includes calculating an hourly rate for all staff who were paid on the snapshot date using ordinary pay. Ordinary pay is defined in regulation 3 as including basic pay, allowances, pay for piecework, pay for leave and shift premium pay. Ordinary pay does not include pay related to overtime, redundancy or termination of employment. The calculation is based on gross pay after any reduction for a salary sacrifice scheme and any ordinary pay received in the relevant pay period that relates to a different pay period is excluded.
- 3.22 In line with regulations, this report is based on a snapshot of the workforce on 31 March 2017

- 3.23 The Gender pay gap information was produced from iTrent using the snapshot date 31st March 2017. The dataset includes Council staff only and excludes schools staff (headteachers, teachers, classroom assistants, etc.). Pay information has been aggregated as one contract regardless of number of positions held and employees on reduced/no pay at snapshot date have also been excluded
- 3.24 A total number of 2306 contracts were covered by the Gender Pay Gap snapshot analysis. 1608 (69.7%) of these contracts were female over the 12 month period ending 31 March 2017 and 698 (30.3%) were male.



Statutory Reporting Requirements

- 3.25 The Council is required to report on 6 calculations as part of the Gender Pay Gap legislation:

Hourly Rate

- 3.26 The mean hourly rate was determined by calculating the ordinary pay received by an employee during the pay period. It includes basic pay, allowances, pay for piecework, pay for leave and shift premium pay. This is then divided by the appropriate multiplier, which was based on the number of days for the pay period (30.44 days for a month) further divided by 7 to create the appropriate multiplier (as determined by the guidance). This was then divided by an employee's weekly hours to calculate the hourly rate rather than taking the rate for the spinal pay point.
- 3.27 The median hourly rate was determined by arranging the hourly pay rates of all male full-pay relevant employees from highest to lowest and finding the hourly pay rate that is in the middle of the range. The same methodology was used for female employees. The median hourly pay rate for women was the subtracted from the median hourly pay rate for men, divided by the median

male hourly pay rate and multiplied by 100 to give the median gender pay gap on hourly pay as a percentage of male pay.

- 3.28 The mean, commonly known as the average, is calculated when you add up the wages of all employees and divide the figure by the number of employees. The mean gender pay gap is the difference between mean male pay and mean female pay. For example, if the hourly gender pay gap at a company were 32%, then for every £100 earned by a man a woman would earn £68.
- 3.29 The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest. The median gap is the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.
- 3.30 The median is a typically a more representative figure as the mean can be skewed by a handful of highly paid employees. A large difference between the mean and the median can be indicative of inequality at either end of the pay spectrum. Usually the inequality is most marked at the top end of the pay scale.
- 3.31 The **mean** average difference between male and female contracts showed that male employees were paid **10.09% more** per hour than female employees. Across Halton Borough Council, the mean average wage was £12.21 per hour. The male average wage comes to £13.13 per hour, compared to the female average wage of £11.81; this is a difference of £1.33 per hour.
- 3.32 The **median** average difference between male and female contracts showed that male employees were paid 5p per hour more per hour than female employees were. The median pay for male employees was £10.38 per hour, compared to female pay of £10.33 per hour. The median pay for all employees was £10.35 per hour. This gives a difference of approximately 0.5%

Bonus Pay

- 3.33 The Council ceased making bonus payments several years ago. There is a requirement to report bonus payments; however, this will be a zero return in respect of both the mean and median averages.

Pay Quartiles

- 3.34 The organisation, as part of the reporting process, is required to show the proportion of males and females in each pay quartile.
- 3.35 The quartiles were determined by ranking relevant employees pay from highest to lowest, before being divided into 4 equal parts ('quartiles'). The

split was carried out as evenly as possible, and a proportional gender distribution taken into account where pay grades crossed more than one quartile. The proportion of the men and women in each quarter were then used to determine the gender percentage.

3.36 The pay quartiles for employees are listed in the table below:

Description	Male	Female	Comment
Pay Quartiles and the % split of male/female employees in each pay quartile	Q1 208 (36.1%) Q2 153 (26.1%) Q3 200 (35.3%) Q4 137 (23.7%) Total: 698 (30.3%)	Q1 368 (63.9%) Q2 434 (73.9%) Q3 366 (64.7%) Q4 440 (76.3%) Total: 1,608 (69.7%)	These are the details of the numbers of male and female staff in each pay quartile.
Difference in % of females in each quartile compared with HBC overall		Q1 -5.8% Q2 4.2% Q3 -5.1% Q4 6.5%	
	Q1 29.8% Q2 21.9% Q3 28.7% Q4 19.6%	Q1 22.9% Q2 27.0% Q3 22.8% Q4 27.4%	These figures show the percentage of each gender in each of the quartiles when compared to the total of that specific gender for the Council. Although there are more females than males in the upper quartile, when looking at this data as a percentage of the total workforce, there are fewer females than males.

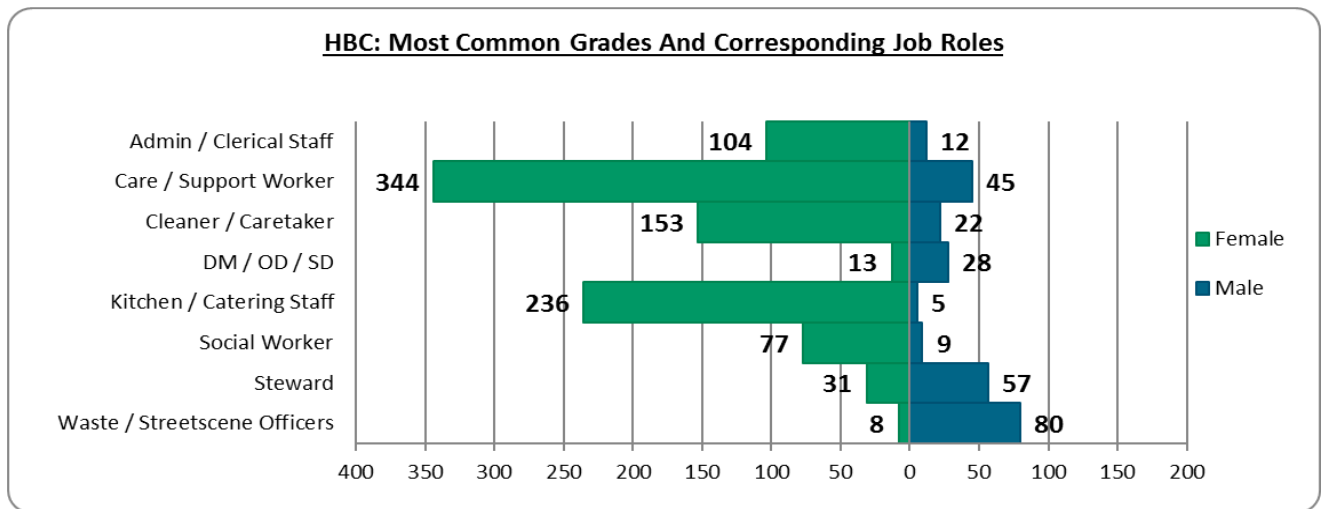
- 3.37 The Halton Borough Council workforce is predominantly female, made up of 69.7% female and 30.3% male, which explains why there is a higher percentage of females across all quartiles.
- 3.38 For there to be no gender pay gap, the percentages within each of the quartiles would reflect the gender percentages of the makeup of the workforce (i.e. 68.7% female and 31.3% male).
- 3.39 The biggest percentage difference is within the upper quartile (highest paid) where there is a higher percentage of males; although 29.8% of the upper quartile is male compared to the actual workforce which is 30.3% male, only 22.9% of the Council's female workforce fall into this quartile compared to a total of 69.7% of the total female workforce. A gap of around 7%.
- 3.40 Likewise, the lower quartile shows a higher percentage of female workers; 27.4%, compared to 19.6% male. A difference of around 8% more females than males in this quartile. This would suggest that the gender pay gap is due to more female workers undertaking lower paid roles than men, which ties in with the research above and the UK economy as a whole.

Additional Context

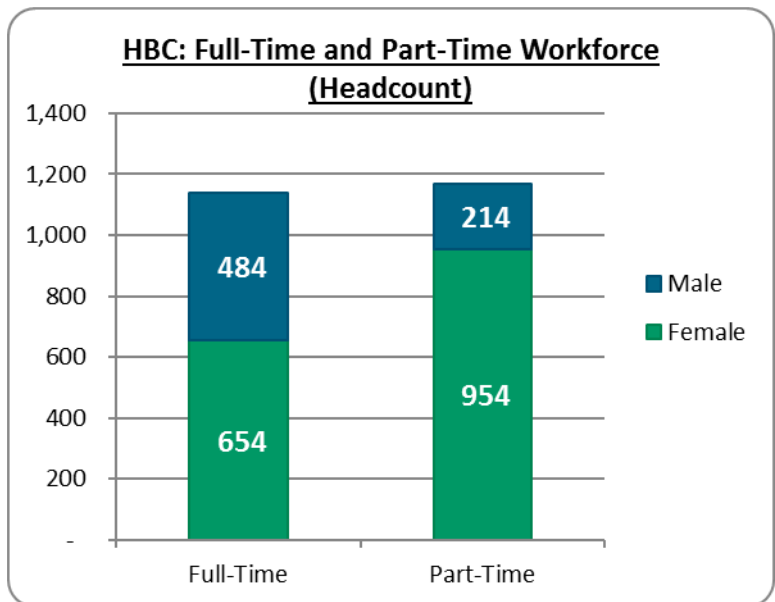
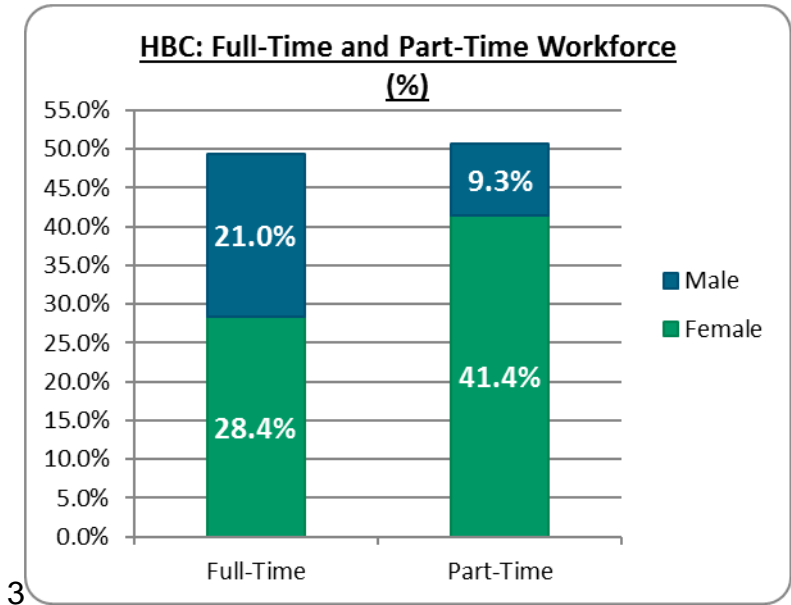
- 3.41 The nature of the organisation's business means that there is a wide variety of different jobs undertaken. Some of these roles, such as cleaners and kitchen staff, are predominantly undertaken by females and these are at the lower end of the pay range. Other roles have traditionally been, and continue to be primarily male occupied, such as drivers, open spaces operatives and waste management operatives. Due to job content, these roles may have been evaluated higher under job evaluation and are subsequently paid more. The table below shows the breakdown of the most common roles

3.42 The chart below provides a split of the grades by gender and illustrates the imbalance of the numerical split male/female across these grades, and what type of roles these encompass

Description	Male	Female	Role
	12	104	Admin/clerical
	5	236	Kitchen/catering
	15	344	Care/Support
	9	77	Social worker
	57	31	Steward
	22	153	Cleaner/caretaker
	80	8	Waste/streetscene
	28	13	DM/OD/SD



- 3.43 The top 5% of earners within the organisation are made up of 48 males and 67 females, (58.3 % females and 41.7% males). However, on average males in the top 5% of earners have an hourly rate of £32.91, whilst females have an average hourly rate of £28.31.
- 3.44 This is a difference of £4.61 with males earning, on average 16.3% more an hour than females in the top 5% bracket.
- 3.45 In the snapshot period (2016/17) approximately 184, or 65% of new starters to the organisation were female and 99, or 35% male.
- 3.46 Halton Borough Council continues to pay employees in line with the different set of terms and conditions agreed by the national bodies. The lowest hourly rate of pay in the council is paid in line with the Government's National Living Wage rate. This over time should help to reduce the gender pay gap as the annual percentage increase for that hourly rate is projected to be significantly higher than the percentage increase for any cost of living award. Therefore, a continued alignment to that rate will over the long term create a small reduction in the gap.
- 3.47 Overall, 50.7% of the Council's workforce is made up of part-time staff. The majority (over 41.4%) of those working part time hours were female and 9.3% male. The size of this cohort of employees has had an effect on the pay gap as many were paid on the lower grades.



4.0 POLICY OPTIONS

4.1 The causes of the gender pay gap are complex and overlapping. Halton Borough Council can demonstrate that we pay men and women the same for the same or equivalent work. Our gender pay gap is possibly reflective of the causes of gender pay gap at a societal level.

4.2 Across the UK economy as a whole, men are more likely than women to be in senior roles (especially very senior roles at the top of organisations), while

women are more likely than men to be in front-line roles which tend to attract lower salaries.

- 4.3 Research has also identified that, although parents are increasingly flexible, the responsibility of childcare still falls disproportionately upon women.

https://www.equalityhumanrights.com/sites/default/files/research_report_15_work_and_care_study_of_modern_parents.pdf

- 4.4 Women are also more likely than men to have breaks from work that have affected their career progression, for example to bring up children. They are also more likely to work part-time, and many of the jobs that are available across the UK on a part-time basis are relatively low paid.

- 4.5 Research has identified that very few men work part-time; 60% of working fathers work more than 40 hours a week compared to just a third of working mothers.

https://www.equalityhumanrights.com/sites/default/files/research_report_15_work_and_care_study_of_modern_parents.pdf

- 4.6 ONS Annual Survey of Hours and Earnings (ASHE) October 2017 report states that the whole economy Mean Gender Pay Gap is 17.4% whereas the Median Gender Pay Gap 18.4%. These figures are also supported by early analysis of the figures from the April Gender Pay Gap data. Detailed data from the new Gender Pay Gap reporting requirement is not available for benchmarking at the time of writing.

- 4.7 Halton Borough Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above)

- 4.8 In respect of the Gender Pay Gap, there are a number of factors that need to be taken into consideration.

- 4.9 All jobs in the Council are subject to job evaluation and the schemes used to evaluate jobs are gender neutral.

- 4.10 The Council's recruitment processes are also gender neutral, providing for a universal approach to the assessment and selection of candidates through objective and transparent procedures. Hiring managers are encouraged to use assessment alongside interviews, which provides a more objective and reliable predictor of future performance than an interview alone. Recently, mandatory management assessments have been introduced for all management roles.

- 4.11 Although Halton Borough Council's Gender Pay Gap is broadly in line with that being reported by other local authorities, and below that of the national average as a whole, it is still important for the organisation to look at what can be done to help to close this gap.
- 4.12 Through the Organisational Development Strategy and through the Learning and Development function a programme of positive action is underway, which includes role related continuous professional development opportunities for all employees.
- 4.13 The Council's Organisational Development Strategy can assist in a future reduction of the gap through the introduction of succession that is more intelligent planning. Following a redesign of HR and Organisational Development services at the end of 2017, there is a focus on developing this aspect of workforce planning.
- 4.14 Within the Recruitment & Resourcing function, the intelligent targeting of advertising for available posts is being developed using socio-economic and demographic data, in partnership with the Council's Customer Intelligence Unit. The ability to deploy targeted social media campaigns can supplement existing advertising routes, potentially providing access to perceived areas of talent and skill. Whilst the focus will always remain on the best person for the role (regardless of gender), in itself this may help to reduce the gap in the future by promoting opportunities in traditionally male dominated services to females. An example would be engineering roles, aligning with the current push in secondary schools to engage more females in STEM related subjects.
- 4.15 Halton Borough Council already offers a range of family friendly policies, such as childcare vouchers, dependants leave, flexible working, homeworking, maternity leave, parental leave, paternity leave. In addition a new Agile, Flexible and Homeworking Policy is being developed and will be presented to Management Team in March, which will aim to continue the Council's journey to becoming an increasingly agile and flexible organisation. This will contribute towards helping to close the gender pay gap through increasing diversity and flexibility in the workforce.
- 4.16 Halton Borough Council also provides enhanced benefits above the statutory entitlement, for example annual leave entitlement and sickness absence pay.
- 4.17 The Council will also continue existing good practice to take a fair and consistent approach to pay and grading through robust job evaluation processes
- 4.18 The Council will also ensure compliance with equalities legislation. We are committed to treating everyone fairly, to challenging inequalities and to promoting equality of opportunity for all. We welcome applications from everyone and value diversity in our workforce. The Council has held Disability

Confident Accreditation since October 2016, when it replaced the 'two-ticks' scheme.

- 4.19 The mean gender pay gap is greater than the median pay gap. This suggests that although the ranges of pay are spread fairly equally, between men and women, there is a higher proportion of men that receive the very highest levels of pay. This said, in terms of the top quartile of pay, there is a higher number of women than men showing that the organisation attracts a predominantly female workforce. The Council considers itself supportive of development opportunities for women and recognises the needs of its employees through the practical application of supportive working practices and policies.

5.0 POLICY IMPLICATIONS

- 5.1 The Gender Pay Gap reporting legislation links to both the Equality Act 2010, and the Public Sector Equality Duty. Halton Borough Council is committed to the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability. It has a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic).
- 5.2 Under the Equal Pay Act 1970, and more recently, the Equality Act 2010, it is against the law to pay people performing the same role or "work of equivalent value" differently because of their gender. This applies to all employers regardless of size.
- 5.3 The Gender Pay Gap reporting legislation will have implications for the Council's Organisational Development Strategy, as well as the Learning and Development function in terms of working to close the gender pay gap as well as any other issues identified by this report.
- 5.4 The Council may need to continue to develop its recruitment strategies and policies to ensure that all reasonable steps are being taken to tackle and eradicate any gender pay gaps that have been identified.

6.0 FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications arising from this report

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

None other than those outlined in the main body of the report.

7.2 Employment, Learning and Skills in Halton

Actions may take place under the Organisational Development Plan, and within the Learning and Development team and Adult Learning area, in relation to tackling the Gender Pay Gap.

7.3 A Healthy Halton

None other than those outlined in the main body of the report.

7.4 A Safer Halton

None other than those outlined in the main body of the report.

7.5. Environment and Regeneration in Halton

None other than those outlined in the main body of the report.

8.0 RISK ANALYSIS

8.1 Although the Council's gender pay gap is broadly in line with that of other local authorities, and is lower than the national mean figure, a gap does exist. As the largest employer in the borough, and with a predominantly locally based workforce and high proportions of female staff, the Council cannot afford to be complacent and not take reasonable measures to tackle any pay gaps that have been identified.

8.2 The Council has experienced a number of changes and operating pressures in recent years. There is a risk that staff may become further demoralised or demotivated because of these figures, or that the Council may suffer from recruitment and retention issues. An action plan for tackling these issues needs to be put in place in order to provide reassurance to staff as well as proactively tackling any issues arising.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 The Equality Act 2010 brings together all previous legislation on Equality and Diversity and brought in the Public Sector Equality Duty. Under the Equality Duty a public a public authority must, in carrying out its functions, take in to account the need to: -

(a) Eliminate discrimination, harassment, victimisation and any other conflict that is prohibited by the Equality Act 2010;

- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

9.2 The Act defines a number of protected characteristics:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

9.3 The Gender Pay Gap report has been undertaken in line with the guidance set out in the Equality Act and in accordance with our responsibilities under the Public Sector Equality Duty.

Appendix 1

Data required for publication in order to meet the requirements of the legislation:

Description	Male	Female	Comment
Mean difference in hourly rate of male/female employees overall	£13.13	£11.81	The average male wage is £13.13 per hour, when compared to the female staff members' average wage of £11.81 per hour. This is a difference of £1.33, or difference of 10.09% between the male and female average hourly wage.
Median difference in hourly rate of male/female employees overall	£10.38	£10.33	Diff: £0.05
Average bonus gender pay gap as a mean average; Average bonus gender pay gap as a median average; Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment.	N/A	N/A	The Council ceased to make bonus payments a number of years ago. There is therefore a nil return for these questions
Pay Quartiles and the proportion of males and females when divided into four groups ordered from lowest to highest pay.	Q1 208 (36.1%) Q2 153 (26.1%) Q3 200 (35.3%) Q4 137 (23.7%) Total: 698 (30.3%)	Q1 368 (63.9%) Q2 434 (73.9%) Q3 366 (64.7%) Q4 440 (76.3%) Total: 1,608 (69.7%)	These are the details of the numbers of male and female staff in each pay quartile.

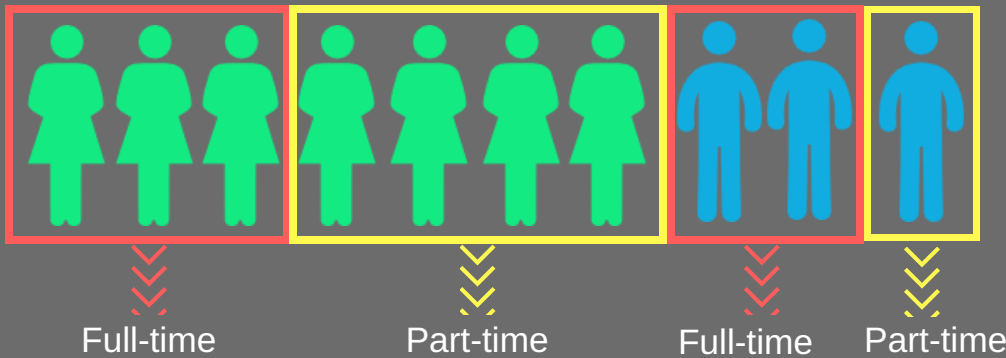
Description	Male	Female	Comment
Difference in % of females in each quartile compared with HBC overall		Q1 -5.8% Q2 4.2% Q3 -5.1% Q4 6.5%	
<p>The percentage of each gender in each pay quartile.</p> <p>Count of gender in quartile / total of that gender in the council. E.g.:</p> <p>368 Females in Upper Quartile / 1,608 Females in Council = 22.9% of all Females in the upper quartile.</p> <p>208 Males in Upper Quartile / 698 Males in Council = 29.8% of all Males in the upper quartile</p>	<p>Q1 29.8% Q2 21.9% Q3 28.7% Q4 19.6%</p>	<p>Q1 22.9% Q2 27.0% Q3 22.8% Q4 27.4%</p>	<p>These figures show the percentage of each gender in each of the quartiles when compared to the total of that specific gender for the Council.</p> <p>Although there are more females than males in the upper quartile, when looking at as a percentage, there are fewer females than males.</p>

Gender Pay Gap

Halton Council gender split

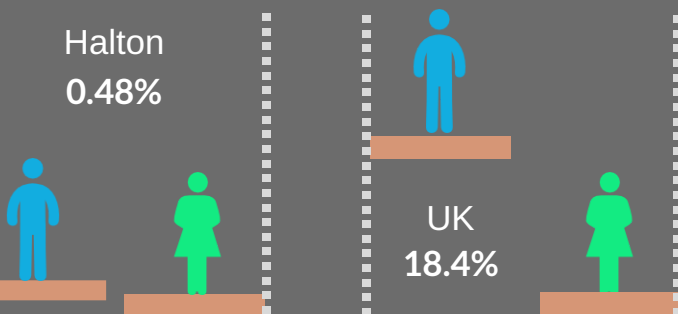
1,608
Females

698
Males



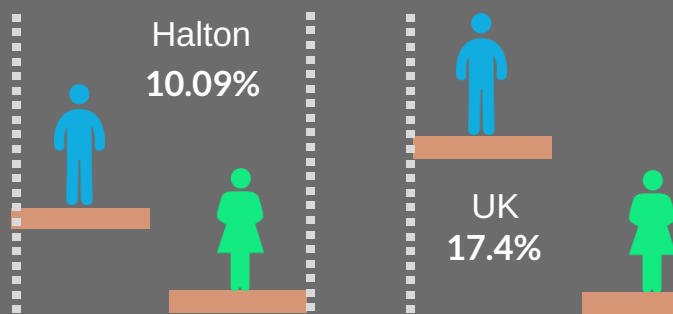
Halton employs more female staff than male staff

MEDIAN PAY GAP PER HOUR



Halton's median pay gap is significantly lower than the UK's figure

MEAN PAY GAP PER HOUR

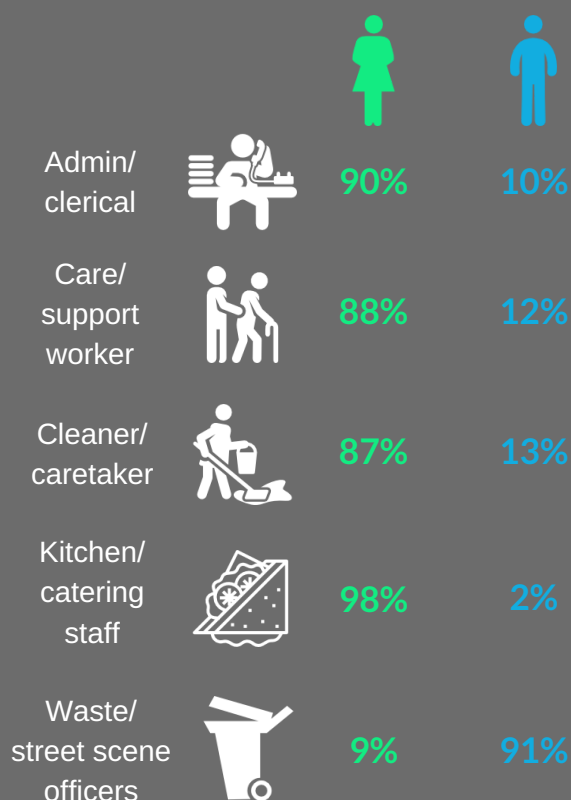


Halton's mean pay gap is well below the UK's figure

GENDER SPLIT IN EACH PAY QUARTILE



MOST COMMON ROLES



GENDER PAY GAP SUMMARY – HALTON BOROUGH COUNCIL

From April 2017, all organisations that employ over 250 employees are required to report annually on their gender pay gap, based on the reference date (snapshot date) of the 31st March 2017.

Organisations need to publish information on:

- The difference in the median pay of full-pay males and females, expressed as a percentage
- The difference in the mean pay of full-pay males and females, expressed as a percentage
- The difference in mean bonus pay of males and females, expressed as a percentage
- The difference in median bonus pay of males and females, expressed as a percentage
- The proportion of males and females who received bonus pay
- The proportion of full-pay males and females in each of four quartile pay bands

Gender pay is not about equal pay. Unequal pay means that individual women and men do not get equal pay for doing equal work. The Council already ensures that women and men receive equal pay for doing equal work.

The gender pay gap shows the average difference between the earnings of women and men. It has a number of contributory factors, most of which are more about, the kinds of industries and jobs open to women, than about the ways in which men and women are paid.

A gender pay gap is not unlawful. Having a gender pay gap does not mean that an organisation is discriminating against women.

A gender pay gap is also not solely the result of pay practices. It is about much broader influences. Gender pay gaps are the outcome of economic, cultural, societal and educational factors.

The information presented here represents the outcomes of research into the pay gap within Halton Borough Council on 31 March 2017 between the male and female employees.

The figures have been calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. A total of 2306 contracts formed part of the calculations.

A further report will be made in 12 months' time.

Median Pay Information

The median is the wage figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest.

The **median** average difference between male and female contracts showed that male employees were paid 5p per hour more per hour than female employees were. Across the Council, the median pay was £10.33 per hour. The median pay for male employees was £10.38 per hour, compared to female pay of £10.33 per hour. The median pay for all employees was £10.35 per hour.

This gives a difference of 0.48%

The median gender pay gap for the whole economy (according to the October 2017 ONS ASHE figures) is 18.4% and for the public sector, it is 13.1%.

Halton Borough Council's median gender pay gap is therefore **lower than the national figure and public sector figure.**

Mean Pay Information

The mean (commonly known as the average) is calculated when you add up the wages of all employees and divide the figure by the number of employees

The **mean** average difference between male and female contracts showed that male employees were paid **10.09% more** per hour than female employees. Across Halton Borough Council, the mean average wage was £12.21 per hour. The male average wage comes to £13.13 per hour, compared to the female average wage of £11.81; this is a difference of £1.33 per hour.

The mean gender pay gap for the whole economy (according to the October 2017 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 17.4%.

Halton Borough Council's mean gender pay gap is **significantly lower than the whole economy figure**.

Bonus Pay Information

Bonus payments refer to any additional pay in relation to productivity, performance or incentive. Halton Borough Council **does not make any bonus payments** and so there is no pay gap information to report around bonus payments

Pay Quartile Information

The pay quartiles for employees are listed in the table below:

Description	Male	Female	Comment
Pay Quartiles and the % split of male/female employees in each pay quartile	Q1 208 (36.1%)	Q1 368 (63.9%)	These are the details of the numbers of male and female staff in each pay quartile.
	Q2 153 (26.1%)	Q2 434 (73.9%)	
	Q3 200 (35.3%)	Q3 366 (64.7%)	
	Q4 137 (23.7%)	Q4 440 (76.3%)	
	Total: 698 (30.3%)	Total: 1,608 (69.7%)	

	Q1 29.8%	Q1 22.9%	These figures show the percentage of each gender in each of the quartiles when compared to the total of that gender across the Council.
	Q2 21.9%	Q2 27.0%	
	Q3 28.7%	Q3 22.8%	Although there are more females than males in the upper quartile, when looking at this data as a percentage of the total workforce, there are fewer females than males.
	Q4 19.6%	Q4 27.4%	

The Halton Borough Council workforce is predominantly female, made up of 69.7% female and 30.3% male, which explains why there is a higher number of females across all quartiles.

Within the upper quartile (highest paid there is a proportionally higher percentage of males; although 29.8% of the upper quartile is male compared to the actual workforce which is 30.3% male, 22.9% of the Council's female workforce fall into this quartile compared to a total of 69.7% of the total female workforce.

Likewise, the lower quartile shows a higher percentage of female workers; 27.4%, compared to 19.6% male. This would suggest that the gender pay gap is due to more female workers undertaking lower paid roles than men do, which is characteristic of the UK economy as a whole.

As the majority of the Halton Borough Council workforce is female, small fluctuations in the male workforce can have significant impact on the gender pay gap quartile data and results.

In the top quartile of pay, there is a higher number of women which shows that the organisation attracts and develops its' female workforce. The Council considers itself supportive of development opportunities for women and recognises the needs of its employees through the practical application of supportive working practices and policies

Any gender pay gap could be largely reflective of society. Although organisations and society are becoming increasingly flexible, females are more likely to have had breaks from work for example to bring up children or take lifestyle choices that support a caring role away from work, and as a consequence can be in roles which attract a lower salary or fewer opportunities for career progression.

Although Halton Borough Council's gender pay gap compares favourably with national statistics, and could be in part a result of society and culture, the council is not complacent and is taking action to reduce the gap.

Halton Borough Council is committed to the principle of equal opportunities and equal treatment for all employees. It has a clear policy of paying employees equally for the same or equivalent work. All jobs in the Council are subject to job evaluation and the schemes used to evaluate jobs are gender neutral.

The Council's recruitment processes are gender neutral and use objective and transparent procedures.

Halton Borough Council offers a range of family friendly policies, such as childcare vouchers, flexible working, homeworking, maternity leave, parental leave and paternity leave. Halton Borough Council also provides enhanced benefits above the statutory entitlement, for example annual leave entitlement and sickness absence

The Council will also continue existing good practice to take a fair and consistent approach to pay and grading through robust job evaluation processes.

A programme of positive action is also underway, which includes role related continuous professional development opportunities for all employees.

REPORT TO: Corporate Policy and Performance Board

DATE: 5th June 2018

REPORTING OFFICER: Strategic Director Enterprise, Community & Resources

SUBJECT: Performance Management Reports for Quarter 3 and 4 of 2017/18

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To consider, and to raise any questions or points of clarification, in respect of performance management for the third and fourth quarters 2017/18.
- 1.2 Key priorities for development or improvement in 2017-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Finance
 - Human Resources & Organisational Development
 - ICT and Administrative Support
 - Legal and Democracy
 - Policy & Performance
 - Property Services
 - Catering, Stadium and Registration Services

The report details progress made against objectives and milestones and performance targets and provides information relating to key developments and emerging issues that have arisen during the period.

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) receive the third and fourth quarter performance management report;**
- 2) consider the progress and performance information and raise any questions or points for clarification; and**
- 3) highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Board.**

3.0 SUPPORTING INFORMATION

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

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Thematic Priority Based Report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

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

7.0 RISK ANALYSIS

7.1 Not applicable.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Not applicable.

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

Not applicable

Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 3 – 01st October 2017 – 31st December 2017**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2017/18 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
 - Human Resources, Organisational Development, Policy, Performance and Efficiency
 - ICT Infrastructure
 - Legal and Democracy
 - Catering, Stadium and Registration Services
 - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-

Finance

Universal Credit

- 2.2 As mentioned in previous monitoring reports Universal Credit (UC) full service was implemented in Halton on 27th July 2016. The latest statistics published by the Department for Works and Pension indicate that there are 7,492 UC claimants in Halton as at 9th November 2017.
- 2.3 In the Autumn Budget the Government announced some changes for the UC system, which are summarised below:
- Cease Waiting Days – from February 2018 the Government are removing the 7 day waiting period for new UC claimants. Subject to satisfying the conditions of entitlement, all new claimants will be eligible for UC from the first day they claim it.
 - Increasing Universal Credit Advances - currently UC claimants are entitled to an advance of up to 50% of their estimated entitlement which can be repaid over a period of up to six months. From January 2018, the Government are increasing the amount a claimant can receive from 50% to 100% of their estimated entitlement. Also the amount of the advance can be repaid over a period of twelve months.

- Support with Housing Costs – from April 2018 claimants who were previously receiving Housing Benefit (HB) and are transitioning to UC will receive two weeks extra HB from the date of change to UC.
- Alternative Payment Arrangements for Landlords – from December 2017 new guidance is being issued to DWP staff to ensure that claimants in the private rented sector who have Housing Benefit payments made direct to their landlord, are offered this option when they join UC, provided the relevant criteria are met.

Local Government Finance Settlement

2.4 The Government announced the provisional local government finance settlement on 19 December 2017, the main points of which were:

- Grant settlement announcement was in line with figures included in the Councils Medium Term Financial Strategy.
- There has been an increase to the referendum limit for council tax from 2% to 3%.
- Government confirmed there were to be no changes to how the New Homes Bonus grant was to be calculated.
- Halton will continue to be a member of the Liverpool City Region pilot scheme for 100% business rate retention until 2019/2020.
- Public Health grant was reduced by 2.6%, in line with forecasts.

Budget Saving Proposals

2.5 On 06 December 2017 Council approved initial budget savings for 2018/19 totalling £2.2m. Where possible budget proposals will be implemented immediately and will contribute to helping contribute towards maintaining a balanced budget for 2017/18. Further saving proposals will be presented to Council in March 2018.

School Budgets

2.6 Indicative 2018/19 budgets have been calculated and circulated to primary and secondary schools, confirmation of final budgets will be made following approval by the Education Funding Agency.

2017/18 Half Year Spend Report

2.7 The Council net spend position for the first half of the financial year was reported to Executive Board on 16 November 2017. Net expenditure was £1.9m over the profiled budget to date figure of £52.2m. Capital spending as at 30 September 2017 totalled £53.3m, which is 45% of planned capital spend for the financial year.

Spring 2017 Business Rate Reliefs

2.8 Progress is being made with applying various business rate reliefs announced as part of the Chancellors 2017 Spring Budget, including:

- Business Rate Pub Relief – Relief has been awarded to 11 local pubs, applications are expected from a number of other establishments.

- Support to Small Business Relief – Pending final software testing, the Council will provide rate relief to 8 properties with a total approximate relief value of £15k.
- Local Discretionary Relief – The Council has received grant funding of £166k to provide relief to local businesses who have seen an increase in their 2017 rateable value. To date relief of approximately £146k has been made to local businesses, with the aim to utilise the full grant by the end of the financial year.

Deputyship Service

- 2.9 The way in which the Council manages the Deputyship Service was subject to an assurance visit by the Office of the Public Guardian (OPG) in November 2017. These visits are used by the OPG as a means of supervising public authority deputies.
- 2.10 The report from the visit concluded that the finance team and social workers have very good client insight and communicate well with each other. Record keeping and accounting was found to be robust and staff have access to training and support. Overall, the OPG visitor concluded that the Council's Client Finance team were very impressive.

Duty to report on payment practices and performance

- 2.11 The Council has recently published data on its website relating to its creditor invoice payment performance as required by a new statutory reporting duty introduced by the Department for Business, Energy and Industrial Strategy. The new reporting requirement comes as part of a package of government measures to tackle late payments to small suppliers. In 2016/17 the Council paid 95.67% of its supplier invoices within 30 days.

Insurance – Personal Injury Discount Rate

- 2.12 Earlier in the year an announcement was made by the Justice Department regarding changes to the personal injury discount rate, which relates to how insurers finalise the compensation amount in large loss personal injury claims. The impact of the change is that the total compensation paid out to people seriously injured or suffering long term trauma/disability is going to increase significantly.
- 2.13 In order to avoid a significant increase in insurance premiums the Council will be increasing the level of self-insurance for employers' liability and public liability insurance claims. With effect from 1 April 2018 the Council will fund the first £775k of any such claims.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Apprenticeship Policy

- 2.14 As advised last quarter, the Council's Apprenticeship Policy is operational and ten new placements have been approved for establishment in various areas of the Council. Recruitment and arrangement of linked training provision is now in progress. Apprentices will take up post during Quarter 4 2017/18.

Agency Worker Staffing Update

- 2.15 The revised agency worker processes were subject to an internal audit during Quarter 2 2017/18. The findings of the audit are largely positive, with some learning points highlighted that will enable further revision of process and procedure. The activity around agency worker engagement is now incorporated into the Recruitment & Resourcing team in the new HR Service Centre, which will enable it to be

considered as an integral part of the resourcing formula. Spend analysis on the agency contract for the year to date shows further reductions (refer to PPPE LI02d in Appendix 2).

ICT & Administration Services

Halton Data Centre Development Programme

2.16 As part of the growing requirement for the centralisation of data and the delivery of cloud based working through the Halton services solution additional digital storage devices have been added distributing the data across the Halton Data Centres as part of the data centre development programme. Additional storage solutions are now under consideration allowing the distribution of SharePoint data following the planned upgrade of the solution to the latest 2016 operating system platforms for both server and application provision. The delivery of the programme will improve the user experience, delivering new functionality and security across the users of the Halton SharePoint facilities.

Uninterrupted Power Supply Replacement

2.17 UPS (uninterrupted power supplies) replacement within the Municipal Data Centre is now complete. The UPS systems work in conjunction with the authorities on site Generators at all data centre locations for improved business continuity services for all users of the Halton Data Centre solution.

Desktop and Cloud Services

2.18 Both the authorities Cloud Services Delivery and the Virtual Desktop Infrastructure (VDI) upgrade continues to be successfully rolled out across all users. With User feedback being positive in terms of the added flexibility offered by the solution and the simplified and faster management of issues. The programme will continue into the New Year as additional resource is allocated to the programme to move the phase 1 delivery closer to completion.

Online HR Systems

2.19 On line DBS/Recruitment/ Health Checks- this project for the authority's HR team is now live and will remove a considerable amount of the physical administration involved in the recruitment process. Applicants will apply for Jobs, DBS checks and complete Health Questionnaires on line removing postal delays and allowing validation of information online so reducing any rework involved in chasing missing/ incorrect information.

GCHQ Code of Connection Approval

2.20 The PSN code of connection was approved this month by GCHQ for another 12 months, following some considerable changes in the security requirements given the events of the last few months.

Legal and Democracy

Review of Existing Boundaries

2.21 The Boundary Commission gave notice in Quarter 3 of their intention to hold a review of arrangements in Halton. Initial meetings have been held between the Commission, and Members and Officers to enable the information gathering exercise begin. This process will be time consuming and resource intensive, with any changes to be implemented at the Municipal Elections in 2020.

2.22 There will be a stage of public consultation later in the process. A Member working group is well established and all Members will receive questionnaires in the very near future.

Catering, Stadium and Registration Services

Registration Service

2.23 In October 2017 the Registration Service held its first Wedding Opening Day that specifically showcased the rooms and facilities at Runcorn Town Hall. The service also gained an 'Excellent Achievement' against regional and national performance statistics for both timeliness of registrations and appointment availability and three Registrars gained the City Guilds Registrar Generals Qualification.

Stadium, Catering and School Meals Service

2.24 Both the Legends bar and Marquee continue to do well and the Marquee, which is now over 10 years old, and will be refurbished and as one of the largest indoor function rooms in the North West, over 15 major events are planned for 2018 which will generate a combined revenue of over £150K.

2.25 The Wedding and Partnership Fayre October 2017 was a great success, there was over a 53 couples plus family members who attended the Wedding Fayre and registered their details with our reception, overall on the day the event was well attended. In addition to income generated by the Fayre itself eight bookings were taken for the Stadium from the last event.

2.26 The I-pitch bookings have continued throughout the spring and early summer, we now have all the regular teams back on the pitch for block bookings until April 2018 and due to the success of the i-pitch, plans are now being prepared for the tendering process for the replacement of the carpet.

2.27 Niamh Scarborough a pupil from Wade Deacon High School and a member of Halton Table Tennis has been selected to represent England in her age group 9 – 13 years, Niamh is currently ranked number 5 in her age group and table tennis continues to be very popular with children and their families and is very well attended on a Tuesday and a Thursday evening.

2.28 The School Meals Service was again inspected by Hospitality Assured during the autumn, this was a full detailed inspection lasting 3 days, all aspects of the service were measured against stringent targets and again for the 9th year running the service has increased its overall score. Halton is one of only a handful of Authorities to hold this accreditation..

Property Services

2.29 The new Runcorn Linnets clubhouse was completed and handed over in November 2017 which allowed for the Aldi development to commence on site.

2.30 Works at Kingsway Learning Centre are nearing completion, the Library Service has now moved in its entirety to the ground floor and the new office space at 1st floor level will be completed in due course. The new offices being created at first floor level will accommodate 26 workstations in total, which will allow us to start vacating Kingsway House once complete. In addition to the office spaces 30 agile workstations are being created for general use by Council staff.

2.31 Further works associated with accommodation moves are anticipated to start within Select Stadium in due course which will see a significant amount of office space created. This will further help with the delivery of the Council's cost reduction accommodation strategy.

- 2.32 The main work to refurbish the ground floor of the Vine Street Centre to accommodate mental health services was completed in December. North West Boroughs Healthcare has some minor fit out works to complete and it's anticipated they will be taking occupation in January 2018..

3.0 Emerging Issues

- 3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

Finance

Supported Accommodation consultation

- 3.2 The Government is currently consulting on the financing of supported accommodation and this is ending on 23rd January 2018. Payment of Housing Benefit for supported accommodation will be under consideration and this is an area we are waiting for developments. Latest information indicates that a new framework for funding supported housing will be introduced in 2020.

Fair Funding Review

- 3.3 The Government have issued a consultation titled "Fair Funding Review: A Review of Relative Needs and Resources". The purpose of this review will be to enable the Government to reconsider how the relative needs and resources of local authorities should be assessed and how they will continue to have greater control over the money that they raise.
- 3.4 The current methodology covering needs and resources was introduced over 10 years ago and has not been updated since 2013/14. The review will be a key factor in determining future Council finances and the Council will contribute to the review through the Liverpool City Region and Sigoma.

Changes to income collection arrangements

- 3.5 A ban on credit and debit card surcharges came into effect on 13 January 2018 as a result of the Payment Services Directive (PSD2) from the European Union. Arrangements have been made on all the Council's income collection systems to remove the surcharge previously imposed on credit card payments.
- 3.6 Following on from this development, a decision has been taken to remove the cheque payment facility in the kiosks located in the Halton Direct Links. The volume of cheque payments received is very low and customers now have the facility to make payment by credit or debit card at no extra cost. The Council does however still accept cheque payments which are sent via the post..

Human Resources, Organisational Development, Policy, Performance and Efficiency

HR Regulatory Legislation

- 3.7 As previously reported, the Policy and HR functions still await final regulations and implementation in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations. It was anticipated that these legislative items may have been clarified by autumn, however it now appears unlikely that they will emerge before 2018.

- 3.8 No legislative change has yet emerged from the Taylor Review of Employment Practices – reported to Government in July. Indicative outcomes are anticipated in February 2018 and the Division will continue to monitor the wider employment arena.

Local Government Pay Claim

- 3.9 It was reported last quarter that Local Government Unions had submitted a pay claim to Local Government Employers for 2018/19. The claim is for a 5% increase across all National Joint Council (NJC) staff pay points, and the deletion of NJC pay points 6, 7, 8 & 9. It was noted that this is a challenging claim given the fiscal position of local government generally. It remains subject to national negotiation and the Council will await information and direction from the National Employers on this matter.
- 3.10 At the time of writing, the three trade unions involved in the national negotiations have formulated a position – both Unite and Unison have recommended that the offer is rejected by their members. GMB have recommended that the offer is likely the best that can be achieved, and that their members should accept. All three unions will consult members through formal channels. Given this position, it is unlikely that agreement will be reached in time to implement an award in April 2018.

ICT Infrastructure

Agile/ Remote Working

- 3.11 The authorities remote access solution is about to be upgraded from the existing Cisco VPN solution and the move to Google Authenticator and will offer all users a simple access solution and training notes will be issued to all users and the IT helpdesk is available to provide additional support.

Online Safety and Schools Web Filtering

- 3.12 Following a number of key security changes Halton Borough Council has now commissioned a supplier to provide an on-premises Web Filtering Gateway Solution that meets with the ‘Prevent’ agenda and more closely manages the threat landscape that exists today and in the coming years. This is now becoming a complex and highly managed environment that needs to comply with an ever increasing Government and security services prescribed agenda. This solution will be live by April 2018 in order to manage compliance requirements.

Hybrid Mail (Physical & Electronic) Solution

- 3.13 The rollout of the Hybrid Mail project out will identify opportunities not only to send physical mail cost effectively but also to replace physical mail with electronic media where possible. All Teams will be visited as across the Council as the process develops in parallel with the VDI rollout project in order to implement all changes in parallel.

Virtual Desktop Infrastructure (VDI)

- 3.14 As the new VDi Laptop solutions are rolled out to the teams, any offer required to work in an agile manner will now utilise one of the new large screen devices that are specifically designed to only access the Halton Cloud service whilst containing no software or data on the device – improving levels of security and ease of use.

Legal and Democracy

General Data Protection Regulation (GDPR)

3.15 The General Data Protection Regulation comes into effect in May, and Legal Services anticipate a considerable number of requests for advice from Council officers and schools. Training sessions for Strategic Directors, Operational Directors and Divisional Managers have already been held and information about the requirements is being sent out via email and the News in Brief newsletter to staff members.

Constitution Review

3.16 Work is underway with a group of officers to review the Council's Constitution, prior to a revised version being presented to Council in May 2018.

Property Services

3.17 The Government's Clean Growth Strategy was published in October. The strategy is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. A new voluntary target of 30% reduction in carbon emissions by 2020/21 has been introduced for Local Government based on 1990 emission rates.

4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2017 – 18 Directorate Business Plans.

A Report concerning the implementation of all high-risk mitigation measures is prepared at half-year and was received by the Board in Quarter 2.

5.0 High Priority Equality Actions

5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.

The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

<https://www3.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>.

6.0 Performance Overview

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

It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.

Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

Financial Management

Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - November 2017.	<input checked="" type="checkbox"/>
FS 01b	Report to Council - March 2018.	<input checked="" type="checkbox"/>
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	<input checked="" type="checkbox"/>
FS 03b	Publish the Statement of Accounts by 31st August 2017.	<input checked="" type="checkbox"/>
FS 04a	Establish Treasury Management Policy and report to Council - March 2017.	<input checked="" type="checkbox"/>
FS 04b	Provide monitoring reports to Executive Board on a bi-annual basis.	<input checked="" type="checkbox"/>
FS 05a	Establish and report prudential indicators to Council - March 2017.	<input checked="" type="checkbox"/>
FS 05b	Provide monitoring reports to the Executive Board on a bi-annual basis.	<input checked="" type="checkbox"/>

Supporting Commentary

Medium Term Financial Strategy (MTFS) was reported to Executive Board on 16 November 2017. The financial forecast is being regularly updated.

Work is on track for the revenue budget, capital programme and council tax to be reported to Council on 7th March 2018. Further budget proposals for 2018/19 are currently being considered with the first set of budget savings being approved by Council on 06 December 2017.

The draft 2016/17 of Statement of Accounts was certified by the Chief Finance Officer on 28th June 2017, commenced 1st July 2017 and shared with External Auditor, Grant Thornton LLP, on the same day. The draft was then approved by the Business Efficiency Board on 28th September and then later made available on the Council's external website on 30th September 2017

The 2016/17 Treasury Management Policy was approved by Council on 8th March 2017 and the Half year report is scheduled to be reported to Executive Board on 16th November 2017.

2017/18 prudential indicators were reported to Council on 08th March 2017 as part of Treasury Management Policy and Half-Year monitoring report was reported to Executive Board on 16th November 2017.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive annual comment from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		
FS LI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes	Yes		
FS LI 04	Proportion of Council Tax that was due that was collected	95.04%	94.75%+	82.20%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.65%	95.00%+	82.87%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	19.94 (Days)	20 (Days)	19 (Days)		
FS LI 07	Average time for processing notifications of changes in circumstances	2.96 (Days)	5.3 (Days)	6 (Days)		

Supporting Commentary

2016/17 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 27 September 2017. As part of the 2016/17 audit of the Council's Financial Statements Grant Thornton concluded that their work had identified no material weaknesses that are likely to impact on the Council's financial statements.





Auditors Grant Thornton completed a high level review of the Council's internal audit arrangements and the work that internal audit has completed on the Council's key financial systems. The conclusion from that review is that Grant Thornton did not identify any issues that will impact on their audit approach.

In terms of collection rates and processing times there has been some minor deviation when compared to the same period last year and this is to be expected and there is nothing to indicate that annual targets will not be achieved.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones

Ref	Milestones	Q2
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		Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2017	
PPPE 01b	Review and refresh annual training calendar September 2017 .	
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2017, and March 2018 .	
PPPE 03b	Monitor impact of new policy at three monthly intervals – support with financial and data analysis September, December 2017, and March 2018 .	
PPPE 04d	Ongoing monitoring of agency usage and spend April, September, December 2017, and March 2018 .	



Supporting Commentary

Activity underway in respect of all actions associated with the ODS. Formation of new Organisational Development Service December now aiding prioritisation of key aspects. Refer to narrative in Key Developments.

The Annual Training Calendar has been updated and specified training has been delivered during the course of the year.

Regular dialogue with agency contract provider is ongoing and quarterly business review meetings are undertaken to monitor deployment and financial performance in relation to agency spend and employment.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	7.31		
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,637	Not applicable	3,583	N / A	N / A
PPPE LI 02b	Total Staff (head count) (indicator for information only)	4,863	Not applicable	4,799	N / A	N / A
PPPE LI 02c	Total Agency Worker usage (number of placements – year to date)	New KPI from 2017/18 onwards	Not applicable	172	N / A	N / A
PPPE LI 02d	Total Agency Worker usage (cumulative cost – year to date)	New KPI from 2017/18 onwards	Not applicable	£1,206,977	N / A	N / A
PPPE LI 07	Average time to recruit (Management Team approval to employee start date)	61 (Days)	Not applicable	69 (Days)	N / A	N / A

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI 08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.05%	Not applicable	3.70%	N / A	N / A

Supporting Commentary






There has been a slight increase in absence from Q2 2017/18 that may be due to seasonal sickness at the time of year. This will be analysed as part of the review of new absence management procedures during Quarter 4.

The usage of agency workers, and associated costs, continues to show a downward trend and whilst it remains the case that some use of agency workers is appropriate and determined by demand and necessity the reliance on such arrangements will be kept to a minimum.

The move to a new recruitment system in Quarter 3 should have a positive impact upon recruitment times and during Quarter 3 there were 40 posts vacated.

ICT and Administrative Support Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
ICT 01b	Further development of Cloud Services Platform - March 2018.	
ICT 01c	SharePoint and Records Management enhancements - March 2018.	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2018.	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2018.	
ICT 02c	Improvement and enhancement of all web based customer interfaces - March 2018.	







Supporting Commentary

The rollout of the Cloud Services Platform is now in place with technical upgrades to the underlying server infrastructure planned to take place over the coming weeks to enhance functionality and the user experience

Sharepoint enhancements have recently been successfully undertaken with software and hardware upgrades to the underlying infrastructure. With a view to upgrade to the latest 2016 version of the software solution – tests are underway to ensure all 3rd party software solution compatibility.

The Improvement and enhancement of all web based customer interfaces continues to be a primary focus with content and facilities evolving monthly, in line with the ICT development programme and business requirement.




Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.01%	99.00%	99.00		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.00		
ICT LI 04	Average working days from delivery to completion of a new PC.	9 (Days)	10 (Days)	9		

Supporting Commentary

All indicators remain in line with expected progress at this time of year and are expected to achieve annual target levels.



Legal & Democracy**Key Objectives / milestones**







Ref	Milestones	Q3 Progress
FS 01	Review constitution - May 2017 .	
FS 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
FS 02b	To induct all new members by October 2017 .	

Supporting Commentary

The revised Constitution was approved by Council in May and MAP meetings are continually offered throughout the calendar year with all new Members having been through the induction programme.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Day)	3 (Days)	1 (Day)		
LD LI 05	% of Executive Board, minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

All indicators are presently showing positive levels of performance

Community & Environment







Key Objectives / milestones



Ref	Milestones	Q3 Progress
CE 02a	Deliver a promotion and educational campaign - September 2017 and January 2018 .	

Supporting Commentary

A significant school meals marketing campaign, which included a number of school visits, staff training sessions and the distribution of over 3,000 leaflets has seen the number of children staying increase slightly, this campaign will be repeated in early 2018.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	77.87%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	71.33%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.3%	65.00%	63.98%		

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 04	Take up of school lunches (%) – secondary schools.	64.7%	57.00%	61.22%		



Supporting Commentary

Following the marketing campaign coupled with the cold wet weather there has been a fairly sharp rise in the uptake of Free Primary School Meals, this should continue for the remainder of this financial year, the target of 87% was always however a very optimistic figure.

There has been an increase in the uptake of Free Secondary School meals during the Winter months but similar to the Primary School target this target is also a little optimistic. However the take up of school meals overall is showing a positive trend and it is anticipated that by year end performance should be at or close to targeted levels.

Economy, Enterprise & Property

Key Objectives / milestones




Ref	Milestones	Q2 Progress
EEP 04a	Develop Options Appraisal for Council's Office Accommodation – September 2017	
EEP 04b	Commence construction of clubhouse and installation of driving range at Widnes Golf Academy – Oct 2017	

Supporting Commentary

Options have been presented to Management Team and the detail of the Office Accommodation Options Appraisal is presently being developed.

The driving range construction is proceeding as planned and the commencement of the construction of the clubhouse is scheduled for January 2018.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	16,043 tonnes CO ₂ e (actual 16/17)		N / A
EEP LI 03	Occupancy of Widnes Market Hall	84%	84%	82%		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The figure for 2015/16 has therefore been amended to reflect the change to ensure the comparison to the 2016/17 figure is meaningful.

The overall emissions for 2016/17 amount to 16,043 tonnes, which equates to a 9.8% reduction from the previous year, well within the target set.

The overall emissions of 16,043 tonnes is broken down into the following five categories:-

School Buildings 5128t, Corporate buildings 5364t, Unmetered supply 3913t, Fleet Transport 1297t & Business Mileage 341t. There was a reduction in emissions across all areas, Street Lighting had the largest annual reduction in the amount of 15.6%.

The annual figure for this indicator is a year behind and therefore only reported in the following year. The revised target for 2017/18 is 15,882.

Market occupancy remains as was at quarter 2 with trading situation remaining difficult for some tenants.

7.0 Financial Statements

FINANCE DEPARTMENT Revenue Budget as at 31st December 2017

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
Expenditure				
Employees	5,517	4,138	3,767	371
Contracted Services	94	70	51	19
Supplies & Services	282	266	239	27
Insurance	1,299	974	950	24
Rent Allowances	50,200	30,407	30,407	0
Non HRA Rent Rebates	65	43	43	0
Discretionary Social Fund	154	120	120	0
Discretionary Housing Pyts	387	312	312	0
Concessionary Travel	2,175	1,631	1,638	(7)
LCR Levy	2,175	1,631	1,631	0
Total Expenditure	62,348	39,592	39,158	434
Income				
Clerical Error Recovery	-400	-318	-318	0
NNDR Admin Grant	-166	0	0	0
Rent Allowances	-49,800	-30,424	-30,424	0
Other fees & Charges	-164	-164	-160	(4)
Non HRA Rent Rebate	-65	-35	-35	0
Grants & Reimbursements	-208	-208	-212	4
Dedicated Schools Grant	-112	0	0	0
Discretionary Hsg Payment Gt	-387	-387	-398	11
Hsg Benefit Admin Grant	-510	-338	-338	0
Universal Credits	-130	-102	-102	0
Council Tax Admin Grant	-221	-221	-221	0
Council Tax Liability Order	-421	-414	-414	0
Schools SLAs	-837	-837	-840	3
LCR Reimbursement	-2,175	-1,631	-1,631	0
Transfer from Reserves	-251	0	0	0
Total Income	-55,847	-35,079	-35,093	14
Net Operational Expenditure	6,501	4,513	4,065	448
Recharges				
Premises Support	199	149	149	0
Transport Recharges	6	5	5	0
Central Recharges	2,329	1,747	1,747	0
Central Recharge Income	-4,576	-3,432	-3,432	0
Net Total Recharges	-2,042	-1,531	-1,531	0
Net Department Expenditure	4,459	2,982	2,534	448

Comments on the above figures

In overall terms revenue spending at the end of quarter 3 is under budget, in the main due to a number of expenditure areas.

Salaries are currently below budget to date due to vacancies within all divisions and staffing restructures which have taken place during the year. It is expected there will continue to be an underspend of salary costs against budget for the final quarter. Further costs have been reduced by utilising external grant to offset staffing costs within the Financial Management Division.

Contracted services along with supplies and services are currently underspent due to tighter control from managers within the department.

Insurance costs are below budget at the end of this quarter due to the amount of liability excesses paid being less than profiled; these are dependent on the amount of claims received and so are variable.

Concessionary travel is slightly overspent and is this expected to be the outcome for the financial year.

Overall the division is forecast to underspend for the year to 31st March 2018.

POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT**Revenue Budget as at 31 December 2017**

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<u>Expenditure</u>				
Employees	1,618	1,231	1,271	-40
Employees - Apprenticeship	200	150	0	150
Employees Training	133	91	44	47
Supplies & Services	138	98	86	12
Apprenticeship Levy	300	97	97	0
Total Expenditure	2,389	1,667	1,498	169
<u>Income</u>				
Fees & Charges	-90	-68	-102	34
Schools SLAs	-416	-409	-389	-20
Transfer from Reserves	-98	0		
Total Income	-604	-477	-491	14
Net Operational Expenditure	1,785	1,190	1,007	183
<u>Recharges</u>				
Premises Support	60	45	45	0
Central Support Recharges	1,081	811	811	0
Support recharges Income	-2,926	-2,194	-2,194	0
Net Total Recharges	-1,785	-1,338	-1,338	0
Net Department Expenditure	0	-148	-331	183

Comments on the above figures

Spend at the end of the third quarter is under budget profile by £ 183,000.

Employee costs are above budget profile due to not achieving staff turnover saving targets, though are offset against both Employees Training & Supplies and Services budgets for which there has been a continuation of reduced spending.

Budget set aside for new apprenticeships has yet to be utilised, proposals for services to employ apprenticeships are currently being considered although it is not likely these will be in place until closer to financial year end.

The Department is still forecast to underspend for the year to 31 March 2018.

ICT and Administration**Revenue Budget as at 31st December 2017**

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<u>Expenditure</u>				
Employees	6,838	5,137	5,122	15
Premises	56	51	51	0
Supplies & Services	722	553	532	21
Capital Financing	1,594	168	168	0
Computer Repairs & Software	528	452	368	84
Communication Costs	385	359	399	(40)
Transfer to Reserves	15	0	0	0
Total Expenditure	10,138	6,720	6,640	80
<u>Income</u>				
Fees & Charges	-1,116	-224	-247	23
Schools SLA Income	-509	-501	-499	(2)
Reimbursements & Other Grant Income	-15	-13	-13	0
Total Income	-1,640	-738	-759	21
Net Operational Expenditure	8,498	5,982	5,881	101
<u>Recharges</u>				
Premises Support Recharges	498	373	373	0
Transport Recharges	5	4	4	0
Central Support Recharges	919	690	690	0
Support Services Income	-9,925	-7,444	-7,444	0
Net Total Recharges	-8,503	-6,377	-6,377	0
Net Department Expenditure	-5	-395	-496	101

Comments on the above figures

The department is under budget at the end of the third quarter.

Employee expenditure will be under budget due to a number of staff leaving the Council creating vacant posts for part of the financial year.

Within supplies and services there has been a conscious effort to reduce expenditure.

Computer repairs and software will be under budget due to a reduction in contract costs.

It is forecast net spend at year end will be below the annual budget for the year to 31 March 2018.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT**Revenue Budget as at 31 December 2017**

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<u>Expenditure</u>				
Employees	1,756	1,350	1,349	1
Supplies & Services	367	271	248	23
Civic Catering & Functions	27	20	19	1
Legal Expenses	223	171	155	16
Mayoral Allowances	22	7	1	6
Total Expenditure	2,395	1,819	1,772	47
<u>Income</u>				
Land Charges	-90	-70	-63	(7)
School SLAs	-80	-80	-80	0
Licence Income	-261	-210	-193	(17)
Fees & Charges Income	-38	-26	-43	17
Government Grant Income	-38	-37	-37	0
Reimbursements & Other Grant Income	-161	-111	-111	0
Total Income	-668	-534	-527	(7)
Net Operational Expenditure	1,727	1,285	1,245	40
<u>Recharges</u>				
Premises Support	187	140	140	0
Transport Recharges	36	27	27	0
Central Support Recharges	313	235	235	0
Support Recharges Income	-1,732	-1,299	-1,299	0
Net Total Recharges	-1,196	-897	-897	0
Net Department Expenditure	531	388	348	40

Legal Department budget is marginally under budget at the end of the third quarter.

With regards to expenditure, every effort has been made to ensure that expenditure of controllable budgets is kept to a minimum within the Department and this is reflected in the quarter 3 figures.

A new contract in relation to Legal Expenses has been awarded, and dependant on number of cases, it is expected that this will result in reduction of costs.

A majority of the income relates to Land Charges and Licence fees. These budgets are dependent on number of applications, so generation of income is variable dependant on buoyancy of housing market.

It is forecast net spend at year end will be below the annual budget for the year to 31 March 2018.

Capital Projects as at 31st December 2017

Capital Expenditure	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
ICT Rolling Capital Programme	1,100	825	565	260
Total Capital Expenditure	1,100	825	565	260

Comments on the above figures.

It is expected that this capital programme will fully spend by year end.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 31 December 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<u>Expenditure</u>				
Employees	13,240	10,285	10,625	(340)
Other Premises	1,965	1,526	1,521	5
Supplies & Services	1,651	1,254	1,128	126
Book Fund	167	125	121	4
Hired & Contracted Services	1,193	870	861	9
Food Provisions	548	425	479	(54)
School Meals Food	1,983	1,223	1,215	8
Transport	55	45	32	13
Other Agency Costs	442	235	217	18
Waste Disposal Contracts	5,775	3,449	3,541	(92)
Grants To Voluntary Organisations	67	35	2	33
Grant To Norton Priory	172	172	174	(2)
Rolling Projects	55	53	53	0
Capital Financing	77	7	7	0
Total Expenditure	27,390	19,704	19,976	(272)
<u>Income</u>				
Sales Income	-2,105	-1,654	-1,551	(103)
School Meals Sales	-2,324	-1,510	-1,543	33
Fees & Charges Income	-5,363	-4,161	-4,034	(127)
Rents Income	-297	-190	-87	(103)
Government Grant Income	-1,246	-1,227	-1,227	0
Reimbursements & Other Grant Income	-716	-595	-595	0
Schools SLA Income	-99	-92	-91	(1)
Internal Fees Income	-191	-117	-95	(22)
School Meals Other Income	-2,096	-1,741	-1,723	(18)
Catering Fees	-179	-134	-57	(77)
Capital Salaries	-123	-61	-61	0
Rolling Projects Income	-55	62	62	0
Transfers From Reserves	-173	-175	-175	0
Total Income	-14,967	-11,595	-11,177	(418)
Net Operational Expenditure	12,423	8,109	8,799	(690)
<u>Recharges</u>				
Premises Support	1,760	1,320	1,320	0
Transport Recharges	2,072	1,433	1,406	27
Departmental Support Services	9	0	0	0
Central Support Services	3,467	2,616	2,616	0
Asset Charges	85	0	0	0
HBC Support Costs Income	-449	-369	-369	0
Net Total Recharges	6,944	5,000	4,973	27
Net Department Expenditure	19,367	13,109	13,772	(663)

Comments on the above figures

The net Department spend is £663,000 over budget profile at the end of the third quarter of the 2017/18 financial year.

Employee spend is over budget mainly due to staff turnover saving targets not being achieved as well as casual and some agency usage. Casual staff spending is higher than the budget to date by £177,000, and is £35,000 higher than at the same point last year. Agency spend has reduced this year and is £64,000 less than the same stage last year.

Food and bar provisions are currently overspent by £54,000 to date. This is mainly due to spend at stadium catering and bars related to events which took place over the summer months.

The new waste contracts have now started and it is expected costs will increase estimated on Halton's share of overall waste across the city region. It has the potential to affect the outturn position on a large scale pending a reconciliation of Halton's share of overall waste.

As reported over previous quarters sources of income for the Department continue to struggle to meet targets, further details on specific items are included below.

Sales income had a better performance in quarter three though is still considerably short of the target to date by £103,000. This is mainly food and drink related and evident within Commercial Catering and the Stadium.

Fees and charges are still struggling to meet increased targets and the cancellation of the Vintage Rally has impacted in quarter three. Currently this heading is underachieved by £127,000 across the Department. The main items causing this are burials, architect fees, Open Spaces chargeable works, stadium pitch bookings, events income and fines for depositing litter.

Rental incomes are under budget target so far mainly due to shortfall in income at the Stadium. Catering and internal fees actual income is also below the budget target to date and this is expected to be the case for the outturn position. These budgets have been reviewed in terms of setting the 2018/19 base budget and have been realigned to expected actual income levels.

Capital Projects as at 31 December 2017

	2017-18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Works	30	10	10	20
Peel House Cemetery Works	383	150	110	273
Runcorn Cemetery Extension	9	9	11	-2
Open Space Schemes	602	400	315	287
Childrens Playground Equipment	100	50	77	23
Playground – The Glen	25	0	0	25
Playground – Runcorn Hill Park	233	100	106	127
Playground – Crow Wood Park	450	150	21	429
Landfill Tax Credit Scheme	160	20	5	155
Phoenix Park	110	10	2	108
Sandymoor Playing Fields	600	300	102	498
Victoria Park Glass House	150	0	0	0
Widnes Recreation	0	0	10	-10

Litter Bins	20	10	10	10
Norton Priory Project	455	100	65	390
Brindley Café Extension	80	0	0	80
Total	3,407	1,309	844	2,413

Comments on the above figures.

The Runcorn Hill project has committed another 130k of works to be completed before the end of March in line with the agreement we have with the Heritage Lottery Fund.

Other parks projects have completed the tendering stage and have begun and are expected to be fully spent by year end.

The Glasshouse and Brindley Café projects are expected to start during quarter 4 of 17/18.

ECONOMY ENTERPRISE & PROPERTY**Revenue Budget as at 31 December 2017**

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<u>Expenditure</u>				
Employees	4,620	3,389	3,398	(9)
Repairs & Maintenance	2,294	1,412	1,380	32
Premises	43	43	42	1
Energy & Water Costs	658	424	347	77
NNDR	538	522	500	22
Rents	353	311	305	6
Economic Regeneration Activities	42	2	2	0
Supplies & Services	2,192	1,527	1,510	17
Grant to Non Vol Organisations	87	47	47	0
Agency Related	1	0	0	0
Total Expenditure	10,828	7,677	7,531	146
<u>Income</u>				
Fees & Charges	-289	-171	-169	(2)
Rent – Markets	-789	-591	-588	(3)
Rent – Investment Properties	-161	-122	-102	(20)
Rent – Commercial Properties	-879	-536	-528	(8)
Government Grant	-2,641	-1,197	-1,197	0
Reim & Other Income	-185	-147	-160	13
Recharges to Capital	-163	-76	-76	0
Transfer from Reserves	-447	-305	-305	0
Schools SLA Income	-535	-493	-491	(2)
Total Income	-6,089	-3,638	-3,616	(22)
Net Operational Expenditure	4,739	4,039	3,915	124
<u>Recharges</u>				
Asset Rental Support Costs	4	0	0	0
Premises Support Costs	1,746	874	874	0
Transport Support Costs	23	11	11	0
Central Support Service Costs	1,865	958	958	0
Repairs & Maintenance Recharge	-2,412	-1,206	-1,206	0
Income				
Accommodation Recharge Income	-2,624	-1,312	-1,312	0
Central Support Service Recharge	-1,890	-945	-945	0
Income				
Net Total Recharges	-3,288	-1,620	-1,620	0
Net Department Expenditure	1,451	2,419	2,295	124

Comments on the above figures

Economy Enterprise & Property Departmental budget is projected to be under budget profile at year end. The significant budget variances are listed below.

The negative variance on employee costs is lower than was reported in quarter 2 due to the Department delaying the recruitment of vacant positions. However the targets against staff turnover savings are still not being met due to the low number of vacancies held within the Department.

Delays in repair and maintenance work have resulted in the repairs and maintenance expenditure being lower than budget profile at Quarter 3.

Following reconciliation by the energy providers, we have received a number of refunds relating to previous years utility charges.

NNDR expenditure is below budget due to the revaluation of a number of council properties.

Every effort has been made to ensure that expenditure on controllable budgets is kept to a minimum within the Department and this is reflected in the Supplies and Services budget in Quarter 3.

Schools SLA income will not be achieved this financial year. Due to the increase of staffing costs this means that the SLA charges have increased, which in term has meant that not as many schools are buying back the service.

The commercial property income target will not be met due to the courts relocation to Rutland House taking longer than anticipated.

A delay in the construction of the investment property in Runcorn has resulted in the Department not achieving the projected investment income.

It is forecast net spend at year end will be below the annual budget.

Capital Projects as at 31 December 2017

Capital Expenditure	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	4,966	4,496	4,496	470
Sci Tech Daresbury – EZ Grant	483	0	0	483
Johnsons Lane Infrastructure	66	0	0	66
Decontamination of Land	50	4	4	46
Venture Fields	6,000	5,959	5,959	41
Former Crossville Site	1,150	926	926	224
Signage at The Hive	87	87	87	0
Widnes Market Refurbishment	100	80	80	20
Equality Act Improvement Works	120	107	107	13
Linnets Club House	1,173	1,126	1,126	47
Milton Road (Former Simms Cross Caretakers House)	14	7	7	7

Widnes Road Car Park, 29-31 Moor Lane & Land at Halebank	235	235	235	0
The Croft	30	0	0	30
Solar Farm – Golf Course	60	1	1	59
Broseley House	690	0	0	690
Murdishaw Regeneration	46	0	0	46
Total Capital Expenditure	15,270	13,028	13,028	2,242

Comments on the above figures.

3MG - Alstom's landscape contractor has completed tree planting on site. Some small scale works are continuing in and around the HBC Field in line with a tenancy agreement and to maintain an area of land for sky larks and barn owls.

Solar Panels – Golf Course - The procurement progress for a planning consultant is now complete and the contract has been awarded. A detailed planning application is expected by the end of January.

Sci Tech Daresbury EZ Grant - Grant to be drawn down over this financial year to pay for JV design and planning fees for the next phase of the EZ – Project Violet (3 new buildings). Works have been commissioned by the JV and are underway with a submission date for planning anticipated in the October 2017.

Widnes Market Refurbishment - Due to the project having to go back out to tender the work on the roof has been delayed until Financial Year 18-19. All other works will be complete in the next few weeks.

Equality Act Improvement Works - Work at Norton Priory is now complete. Projects in the forthcoming months relate to Linnets Club House, Crow Wood Park Pavilion and the Vine Street Centre.




Johnsons Lane – Project reached practical completion Autumn 17.

Decontamination of Land – Phase 2 sampling due to commence February 2018 to allow validation of design.




8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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

Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 4 – 1st January 2018 – 31st March 2018**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the fourth quarter of 2017/18 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
 - Human Resources, Organisational Development, Policy, Performance and Efficiency
 - ICT Infrastructure
 - Legal and Democracy
 - Catering, Stadium and Registration Services
 - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-

Finance

Benefits Division

Universal Credit

- 2.2 As mentioned in previous monitoring reports Universal Credit (UC) full service was implemented in Halton on 27th July 2016. The latest statistics published by the Department for Works and Pension indicate that there are 8,210 UC claimants in Halton as at 8th February 2018.

Free School Meals

- 2.3 Changes in the Universal Credit (UC) regulations and free school meal (FSM) rules came into force on 1st April 2018, and from this date there is a new earnings threshold of £7,400 p.a. for UC claimants to determine entitlement to FSM. There is a transitional protection scheme for FSMs which will run until at least 2022 (the end date for full UC implementation) and is extended further for those same children up to the end of their school phase. An example would be a child currently in year 3 will have protection until year 11 (2025/26). Any child who is entitled to a FSM at 31st March 2018 will receive protection and regardless of any other change will have transitional entitlement to FSM until the end of their school phase.

- 2.4 The Council Tax Reduction and Housing Benefit application form is also treated as a claim for free school meals. The Benefits Division can therefore accommodate the above regulation change as part of its role in retrieving this information and passing it to Children's Services.

Processing Times

- 2.5 At 31st March 2018 processing times remain one of the best within both Merseyside and Greater Manchester, with new claims being processed in 18.79 days and changes in circumstances being processed in 5.33 days. In Greater Manchester the best new claims processing performance is 15 days, whilst Halton is the second best. For changes in circumstances the best performance is 4 days, whilst Halton is the second best. Comparable figures for the Liverpool City Region are not yet available, however, based upon previous years Halton's performance is likely to compare very favourably with our Merseyside neighbours.

Revenues and Financial Management Division

Local Government Finance Settlement

- 2.6 Government announced the final 2018/19 Grant Settlement (Settlement Funding Assessment) on 06 February 2018. For Halton there were no changes in the core funding figures from the provisional figures announced in December. Halton's Settlement Funding Assessment has reduced by £2.7m (5.4%) from 2017/18.
- 2.7 As part of the final Settlement Government confirmed an additional one-off Adult Social Care Support Grant of £0.4m.
- 2.8 The Settlement confirmed the continuation of the Liverpool City Region 100% Business Rate Retention Pilot Scheme. Government also confirmed the continuation of the "no detriment guarantee" which will ensure that no council will be worse off under the Pilot scheme than it would have been under the 50% retention scheme. As in 2017/18, the Council will no longer be in receipt of any Revenue Support Grant or Better Care Fund Grant, as these will be funded via the 100% business rates retention scheme.

2017/18 Budget & Council Tax Setting

- 2.9 The 2018/19 net budget of £109m was approved by Council on 07 March 2018. The net budget will be part-funded from an increase of 5% in Council Tax, inclusive of a 3% precept to support spending on Adult Social Care services. The 2018/19 council tax funding requirement is £47.447m, meaning that the Band D council tax is £1,377.88 and continues to be the fourth lowest in the North West.

2017/18 Quarter 3 Spend Position

- 2.10 The Council net spend position for the period to 31 December 2017 was reported to Executive Board on 22 February 2018. Net expenditure was £1.990m over the profiled budget to date figure of £53.248m. Capital spending as at 31 December 2017 totalled £107.9m, which is 99% of planned capital spend at this stage.

Spring 2017 Business Rate Relief

- 2.11 Additional business rate reliefs announced as part of the Chancellors 2017 Spring Budget, have been awarded in full during the year as follows:
- Business Rate Pub Relief – Rate relief has been awarded to 11 local pubs
 - Support to Small Business Relief – Rate relief has been awarded to an additional 8 small businesses.

- Local Discretionary Relief – The Council was allocated funding of £166k to provide relief to local businesses who saw a significant increase in their rateable value following the 2017 Rates Revaluation. The funding has been fully awarded to local business.

Council Tax

- 2.12 The effects of the implementation of the reform of Council Tax and the Council Tax Reduction Scheme continue to impact upon the level of collection and thereby arrears, with increased levels of recovery activity continuing. However, the amount of council tax collected during the year is £0.870m higher than forecast at the start of the year.
- 2.13 The Council Tax collection rate for 2017/18 was 94.62% which is 0.42% lower than at the same point last year.

Business Rates

- 2.14 The Business Rates collection rate for 2017/18 was 98.21% which was 0.56% higher than at the same time last year.

Audit, Procurement & Operational Finance Division

Direct Payments

- 2.15 The number of Social Care Clients opting to receive a Direct Payment increased to 681 by the end of the 2017/18 financial year. This represents an increase of over 15% since the start of the year. Direct Payments provide Clients with more choice and control over how their care and support is arranged.
- 2.16 A recent survey of Direct Payment Clients has indicated an extremely high level of satisfaction with the Council's Direct Payments scheme. 96% of respondents to the survey stated that they were happy with how their Direct Payment was working.

Statement of Members' Allowances and Expenses

- 2.17 The 2017/18 statement of Members' allowances and expenses has been published on the Council's website.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Division Restructure

- 2.18 The redesigned service model and staff structure for the Policy, People, Performance and Efficiency Division has now been operational for three full months. Anecdotal feedback from service managers within the Council, and schools who purchase service level agreements, indicates that the services are now arranged to enable a more customer focussed approach, with greater clarity of purpose. This is positive, as it was the underpinning principle of the new service design.
- 2.19 The new structure is operating well, however it has become apparent that the Recruitment & Resourcing function is under resourced, largely due to an increase in recruitment activity due to organisational changes and staff movement in several services areas. In 2016/17 around 350 recruitments were completed. It is anticipated that for the coming financial year the number could be 500 plus, based on activity during Q4.

2.20 The advertising of part-time posts to ensure service continuity, internal transfers where existing employees apply for new roles, the need to fill multiple posts where services alter structures, and the need for repeated recruitment activity where the labour market is difficult are all contributing factors to this situation. To mitigate this, recruitment expectations are being managed, and contingent resources are being sought to absorb the workload as efficiently as possible.

Apprenticeships

2.21 Of the ten new apprenticeship placements that had been approved for establishment in various areas of the Council, recruitment processes have been completed and at the end of Q4 three new apprentices had been appointed. At the time of writing this had increased to five, with processes being completed on the remaining five placements. Funding for the training of these apprentices has / will be drawn down from the earliest payments made to Council's Apprenticeship Levy account, which remains available until 31st March 2019.

Learning & Development

2.22 Further work has been undertaken to refine the e-learning offer available to Council staff. There are now in excess of 90 courses available through this route, which provides for an efficient and convenient way in which to deliver a wide range of learning. Alongside this, the deployment of Learning & Development Officers can be tailored to deliver more bespoke solutions to address development areas as and when identified. The adoption of a new Organisational Development model along the lines of an industry standard approach is now underway, within the scope of the new divisional structure. Further information on that model is available at:

- <https://towardsmaturity.org/model/>

ICT Infrastructure

Mersey Travel/Sefton Agresso programme update

2.23 Mersey Travel continues to be a complex delivery process with extended project closure dates. The project continues to be a draw on the main Agresso development resources. A meeting is scheduled to discuss the project close, and the move into the next phase of application maintenance and change control. The value of the project currently stands at £288'000 + licensing costs for the 17/18 period.

2.24 Sefton income will release £379,091 + Licensing charges for the 17/18 period. Sefton will be working with the Agresso team from May onwards to upgrade the current software base to the latest iteration. This will involve some major changes to all three partner systems as the solution moves forward and implements new and additional functionality. Additional services will also be implemented for Sefton with the installation of the CP management software suite.

2.25

Total services income of £667.091 for 17/18 Agresso programme.

MYAPPS.halton.gov.uk – Halton Cloud Desktop Upgrade Programme

2.26 The authorities' in house Cloud Services Delivery and Cloud Desktop upgrade continues to be successfully rolled out across all users. With User feedback being positive in terms of the added flexibility offered by the solution and the simplified and faster management of issues. The programme will continue as additional resource is allocated to the programme to move the phase 1 delivery closer to completion.

- 2.27 User feedback over the new terminal based laptop's is extremely positive, these new devices contain no software other than the ability to connect to a corporate or home network and the new "MYAPPS" corporate VDi desktop and user applications.
- 2.28 VDi is currently being rolled out with: Municipal Building. The Admin office, reception, Marketing, Customer Intelligence Unit, Planning and Development Control teams have now been upgraded to VDi and are using VDi laptops or Gigabyte Brix.
- 2.29 Vine street mental Health team, re-ablement team in Oak Meadow, Victoria park Depot, Community Centres have been upgraded to VDi. All Emergency responders now have accounts and can access in the Emergency Responders rooms within Municipal Building and Runcorn Town hall.
- 2.30 The solution is also live for colleagues in other buildings including Kingsway House, Runcorn Town Hall and Rutland House. Finance and HR teams are in the process of being upgraded. EMIS web is currently being reviewed within VDi and is currently in test.
- 2.31 New starters are now automatically set up on VDi dependant on applications. Fixes/Issues are also now been reviewed and rolled onto VDi where possible. Those users that have been set up with a partial configuration will be moved over to a VDi laptop. The differences between a user receiving a VDi laptop or a desktop brix unit is dependent upon flexible/home working.
- 2.32 Schools administrators – Head Teachers and a growing number of the authorities teaching staff are now accessing the Halton Cloud Desktop Services successfully through both a corporate "MyDesk.halton.gov.uk" access route and a curriculum "EDU1.haltonlearning.net" route. A trial is now underway delivering a virtual school through the Halton Cloud EDU1 route for pupils currently excluded from the formal schools environment.
- 2.34 The service desk now have a dedicated VDi helpdesk system enabling them to connect onto the user's sessions and help with any queries immediately. The solution also has failover enabled using the Picow Farm Data Centre which in the unlikely event of any disruptions the users can still access without seeing any difference as the desktop access will automatically swap between the Municipal and Picow Farm Data Centres.
- 2.35 In line with recent cyber-attacks a solution has been enabled which will further protect the solution from viruses, any Crypto or Malware. The product Policy Pak LPM (least privilege manager) has been rolled out to all desktops within the solution. Security solutions are also being reviewed as the project moves forward and user requirement evolves with USB workstations being introduced within offices for access to removable media for those using the VDi desktops. 3rd party applications are also being reviewed in line with security standards as the team moves users into the VDi environment.
- 2.36 Horizon Virtualization Pack for Skype for Business 16 is currently in pilot phase within the Municipal Building ground floor Admin Team – this will upgrade the access into the Lync/Skype telephony systems removing some of the minor issues as Microsoft releases further upgrades to the systems for cloud service use. A Project communication including FAQ's have now been published on the Intranet for all users offering self-help options, this will continue to be maintained.

Schools ICT Programme: - Summary report 2018/19 financial year

- 2.37 Halton Borough Council (HBC) ICT Services has adapted and changed its services to schools and academies over the past few years in order to meet the changing requirements of schools. The service offers a comprehensive pack of support ranging from basic admin machine connection to the council network to scheduled technician visits, and have added services and key personnel supporting the technician to improve the overall support package from HBC. The HBC support schools and academies

with services to suit any size or type of school are:

- Fully managed ICT services for education through a dedicated account manager
- Service desk support
- Remote support services and automation
- Procurement services
- Professional services in ICT
- ICT training courses
- Project management
- ICT strategy

Total number of schools and academies in Halton	64
Number of nursery, special and primary schools and academies taking the IT Admin support	55
Number of schools and academies fully taking the ICT curriculum support (Scheduled visits once a fortnight some schools have opted for weekly visits)	29

Estimated income from IT Admin SLA (includes an element to cover the replacement of PCs)	£71,500
Estimated income from Curriculum ICT Support SLA	£77,500
Estimated income from Internet Access SLA	£30,000
Estimated income from Web filtering	£31,500
Licensing income	£13,700
Lease printer income	TBC
ICT Equipment purchased profit	£10000
Total + Printing recharges.	£234,200

ICT Capital Strategy 2018/2018

- 2.38 Additional licensing will form a large part of the ICT program this year with the renewal and the extension of the Microsoft Agreements due in June 2018 allowing for an additional 12 months extension on the Enterprise Licence, leading to negotiations over the use and licensing models associated with the use of the new Azure Cloud licensing model by Microsoft.
- 2.39 The licensing model issued by Microsoft over the last 3 years has been a constantly changing feast with little or no notice for many of the changes. This model for on premise (in-house) licensing has increased year on year by almost 20-30% forcing the use of the Azure model.
- 2.40 The strategy for Halton will focus upon a Hybrid model in that the strategy will be to retain as much control through our own data centre facilities linked to the considerable non Microsoft suite of systems and products the services manages. The objective will be to utilise the Azure model for those services that have become less cost effective to operate on a purely in-house model. This approach will allow the best of both worlds and maintain the services focus upon a cost effective delivery model – with the option to move services back, quickly and efficiently if the costs out way the perceived benefit due to hidden/new charges.
- 2.41 The investment in server hardware for the proposed SharePoint and Exchange 2016 (email) changes form the requirement for the increased stability of the SQL database licensing and associated platforms. The proposal is to extend the series of servers and storage servers that operate the authorities database needs across the 2 main data centre sites and into a 3rd location that will be used for failover and business continuity.
- 2.42 These complex changes will allow the authorities Microsoft based application databases to reside in an active/active (constantly live) state across a 2 site facility allowing for hardware and potential full site

or network failure to be dealt with effectively – most importantly reducing and removing issues with downtime. This facility will also allow services to be patched and maintained during office hours without any impact upon system users.

- 2.43 The plan to expand services across multiple locations and develop secure highly resilient facilities will require an upgrade of the existing hardware housing the key services related to SQL the Microsoft Database facilities, Exchange the authorities email systems and finally SharePoint the facility that houses the authorities documentation. To offer some background to why this program of work is so important SharePoint and Exchange alone are the two largest systems the authority operates with data sets entering into the 100's of terabytes per system before they are even backed up. These systems are now not only essential but of a considerable size that require securing and managing in a manner commensurate with their size and importance.
- 2.44 The reliance the authority has upon email and its archives together with the considerable usage SharePoint as the central systems for all secure records and data will be managed through this strategy supporting the changes made over the last 3 years to create the Halton Cloud facility. Offering commercial benefit as well an evolving platform to enable proven efficiencies for the wider authority and its education platforms.

Financial Spend Profile 2018/2019

- 2.45 The proposed investment will safeguard the development of these platforms for a further 5 years supporting the efficiencies these systems allow within the authority:

- Exchange Server & Storage £200,000

Primarily based upon additional server Hardware, and the additional server based storage model – in summary the proposal is to purchase split the email systems hardware and storage across 3 locations and potentially a fourth location within the Azure service for back-up. The email systems are now in excess of 100 terabytes in size – with a backup policy this becomes a considerable requirement upon the storage needs.

- SharePoint Server & Storage £200,000

Again a similar requirement for the SharePoint facility as the storage requirement is now of a size that inhibits back-up due to the sheer volume of data – the proposal will purchase and split the application servers and the storage servers across multiple locations. The use of the Azure model will also be investigated.

- SQL Server & Storage £200,000

The purchase of server hardware and storage hardware. SQL is the hidden cost associated with many of our systems as this is the main solution that operates 95% of the councils database driven applications – currently due to the associated costs with splitting this service the strategy has been to wait until the current programme of work allows the funding to start to segregate what is a considerable number of databases and split them across the multiple sites. Because of funding this approach is part of the incremental plan to safeguard services especially given the recent security events across the world that will only become more complex and aggressive as time goes on.

- Data Centre/Desktop Licensing £400,000

The 2018/2019 programme will increase the number of SQL licenses, Extend the current EA model whilst moving certain services into the Azure licensing model. This is a very complex and costly environment and extensive negotiations will take place in order to maximise the authorities' investment within these areas.

- Network/Server BAU Maintenance £100,000

With such an extensive infrastructure a fund has to be in place to repair and replace existing network and data centre hardware systems as and when they become past the point of repair.

2.46 Please Note the sum of the five headings, above, are estimates at this stage but it is expected this will reduce either following tender and competitive procedures or by moving some projects back into the following year.

2.47 GDPR: - Policies Approved:

- Data Protection Policy
- Data Breach Management Policy
- Subject Access Requests Policy
- Information Sharing Policy
- Privacy Impact Assessment
- Information Governance Handbook
- Council's Privacy Notice

2.48 ICT Security: - Policies Approved

- Change Management Policy V1.6
- Draft Backup Policy v1.3
- Draft Information Risk Management Policy v1.5
- Incident Management Policy v1.5
- System Backup List

Legal and Democracy

Submission to Boundary Commission Review

2.49 Extensive work has been carried out to develop the Council's submission in respect of the Boundary Commission's review of arrangements. The document will be considered by Council in Quarter 1.

General Data Protection Regulation (GDPR)

2.50 Work also continues in providing legal support to ensure that the Council is fully compliant with the General Data Protection Regulation, which comes into force in Quarter 1.

Catering, Stadium and Registration Services

School Meals

2.51 The School Meals Service was again inspected by Hospitality Assured during the Autumn, this was a full detailed inspection lasting 3 days, all aspects of the service were measured against stringent targets and again for the 9th year running the service has increased its overall score, these targets are set Nationally and are used in all sectors of the catering industry, Halton is one of only a handful of Authorities to hold this accreditation.

2.52 The School meals service over the last 12 months has seen a significant increase in schools using the online payments system for collection of dinner money and snack. The most recent being Murdishaw and The Holy Spirit, this online service enables Parents to pay on line which therefore speeds up the lunchtime dinner queues.

2.53 New menus have been prepared for the Summer Menu, due to be sent out mid-April 2018.

The Stadium

2.54 The Stadium during quarter 4 was again very busy, riding on the back of the success of our Oasis Tribute we ran another event with over 200 in attendance and have the band Space lined up for early June 2018 with more events planned throughout the year.

Property Services

Fairfield Primary- Redevelopment

2.55 Both phase 1&2 of the refurbishment of Fairfield Primary are now complete. The phase 3 works, which originally consisted of an all-weather pitch, have now been amended to enhancing the existing grass pitch and providing a Multi-Use Gaming Area (MUGA) and upgrading the playground area adjacent to the Junior building. The MUGA is complete but the works to the grass pitch have been delayed due to the poor weather, these works will now take place in April 2018.

Crow Wood Park New Pavilion Building

2.56 This project has had to be retendered due to abnormal ground conditions being discovered when the site investigations were undertaken. Tenders have now been returned and evaluation and a preferred contractor identified. A start on site is anticipated by the start of May.

Education Maintenance Programme

2.57 Works on the 2017/18 programme have now all been completed with the exception of one project which has been deferred to 2018/19 for operational reasons. The programme for 2018/19 has now been approved, this consists of 16 separate projects with a total value in the region of £900k. The projects will primarily be completed across the summer period, some will be undertaken within term time however, in agreement with the respective schools.

Corporate Maintenance Programme

2.58 Works on the 2017/18 programme have now been completed, other than a few projects which have been rolled on into 2018/19. The 2018/19 programme was approved by the Asset Management Working Group (AMWG) in January 2018 and consists of circa 25 separate projects with a total value of circa £950k. The works will be undertaken throughout the year with the intention of having all works complete by 31st March 2019.

Accommodation Moves

2.59 Discussions have now been ongoing with HM Courts & Tribunal Service for some time in respect of them taking additional space at 3rd floor level within Rutland House. The agreed date for them to take a lease on the remainder of the 3rd floor is July 1st 2018. This fits well with our accommodation strategy of making Rutland House our income generation hub.

2.60 The works at Kingsway Learning Centre are complete. The Library Service has moved in its entirety to the ground floor and the new office space at 1st floor level has 26 workstations in total, staff are due to move in in late April. There are also 30 agile workstations which are for general use by HBC staff, these agile spaces will go live once the new agile working policy is rolled out in May.

2.61 Further works associated with accommodation moves are anticipated to start within the Stadium in due course which will see a significant amount of office space created. This will further help with the strategy of vacating Kingsway House in 2019 in order to generate circa £300,000 of annual revenue savings.

Widnes Market

2.62 Works have now commenced on site in respect of the re-roofing, this was delayed to avoid any disruption to traders over the Christmas period. The anticipated completion date for the work is towards the end of August.

Western Point Primary

2.63 The single classroom extension is now complete on site and has been handed over, final completion of the project will only take place at the end of the defects periods.

Lunts Heath Primary

2.64 The single classroom extension is now complete on site and has been handed over, final completion of the project will only take place at the end of the defects periods.

Vine Street Centre

2.65 We understand North West Boroughs Healthcare have completed their fit out works following on from the completion of the ground floor refurbishment so it's anticipated they will be taking occupation soon.

The Bridge School

2.66 The project to develop a vocational centre for the Bridge school within an existing industrial unit in Astmoor is progressing. The procurement process is complete and a preferred contractor has been identified, we are just awaiting the lease arrangement to be finalised then a start on site can be made, which is anticipated for early May, with a view to have the work completed for the September 2018 term.

Brookfields School

2.67 Feasibility study complete, this has been submitted to Education for consideration, and a decision on which option they wish to proceed with.

One Public Estate

2.68 The two bids submitted by Halton as part of the Liverpool City Region One Public Estate (OPE) bid have both been successful. We have been awarded circa £66k in total to undertake master planning exercises in respect of the Former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the former Runcorn Magistrates Court building and surrounding area of Halton Lea, the latter being linked to the healthy new towns programme.

- 2.69 The master planning exercise in respect of the Widnes site is now complete. There are 5 options with regards the proposed redevelopment of the area, and consideration is now being given to which is the most appropriate.
- 2.70 The master planning exercise for the Runcorn site is currently on hold as we understand Homes England are no longer going to take over responsibility for the former court building as was planned. We have had a discussion with HMCTS in respect of the future of the building, we are still waiting for feedback from them in respect of their intentions.

Well Windmill Hill

- 2.71 A further workshop is being organised for May to assess the options outlined in the feasibility study for the proposed Integrated Health & Wellbeing Hub for Windmill Hill. It is hoped that a final decision on the most appropriate option will be taken following the workshop..

3.0 Emerging Issues

- 3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

Finance

Benefits

DWP Verify Earnings and Pensions Service

- 3.2 The Department for Works and Pensions (DWP) is rolling out a Verify Earnings and Pensions (VEP) Service during 2018, as part of its drive to combat fraud and error in the Housing Benefit system. The VEP Service will provide councils with alerts to prompts where there has been a change in a claimant's/partner's employment or pension position. Halton is scheduled to go live with this new initiative on 29th August 2018.

Revenues and Financial Management Division

Statement of Accounts

- 3.3 Work has begun on closing the accounts for 2017/18 and the process is now in place to complete the draft Statement of Accounts prior to it being passed to the council's external auditor (Grant Thornton LLP) on 31 May 2018. The external auditor has already commenced interim audit work in February and will follow this up with further detailed work from 01 June onwards. The audited Statement of Accounts is now required to be approved and published by 31 July 2018, a full two months earlier than in previous years.

Fair Funding Review

- 3.4 On 12 March 2018 the Council submitted a response to the consultation on the fair funding review. The purpose of the review will consider how the relative needs and resources of local authorities should be assessed and how they will continue to have greater control over the money that they raise. The review will be a key factor in determining future council finances and will continue over the next year with further consultations expected. The Council will continue to work with Sigoma and the Liverpool City Region to ensure responses are submitted and the Council's view is heard.

Audit, Procurement & Operational Finance

Making Tax Digital

- 3.5 Making Tax Digital is a Government initiative which sets out a vision for a digital tax system, to make it easier for individuals and businesses to get tax right and keep on top of their affairs. Under the new arrangements the Council along with other businesses will be mandated to use the Making Tax Digital for Business system from April 2019, initially to meet its VAT reporting obligations. This means that from 1 April 2019 the Council will have to capture all financial transactions in as near to “real time” as possible and then provide HMRC with information and returns using a specialist software application.
- 3.6 Work will be undertaken over the coming months to ensure that the Council has the necessary processes and software in place to meet this new obligation.

National Procurement Strategy 2018

- 3.7 A draft version of the National Procurement Strategy 2018 along with a draft toolkit have been developed and issued for consultation. The 2018 Strategy reflects learning from the 2014 Strategy and focuses on three themes which consultation has shown reflect local government’s immediate priorities:
- Showing leadership
 - Behaving commercially
 - Driving community benefits
- 3.8 Once the national Strategy is finalised and published it will provide a good benchmark for the Council to review and update its own Procurement Strategy, to ensure that it retains the right approach, focus and plan to influence procurement.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Public Sector Exit Payment Regulations

- 3.9 At the close of the financial year, final regulations and implementation guidelines in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations had still not been forthcoming from government. The division is now working on the basis that it is unlikely that they will emerge before Autumn 2018 at the earliest. Similarly, there has been no new information on the impact upon UK employment law of the ‘Brexit’ negotiations. This remains an item for regular monitoring.

Taylor Review of Employment Practices

- 3.10 No substantive legislative change has yet emerged from the Taylor Review of Employment Practices – reported to Government in July 2017. Indicative outcomes in February 2018 focused on the key themes of employment status, treatment of agency workers, and enforcement of employment rights. Having reviewed the consultation documents issued by government on 7th February 2018, there do not appear to be any areas of practice highlighted with which the Council does not already comply, or exceed. The division will continue to monitor the issues raised by the review, and their impact on the wider employment arena.

Gender Pay Gap Report

- 3.11 The Council met its legal obligation to report the Gender Pay Gap in March 2018. The outturns were favourable by comparison (available at this link:

<https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/genderpaygap.pdf>

It is important to note that this data is not related to equal pay, which the Council addresses correctly and diligently through a job evaluation system. Work to identify any areas where the Council could address the gap will form part of ongoing Organisational Development activity, however the report largely reflects the demographic of the working population and is therefore not easily malleable.

NJC and Other Pay Claim Update

- 3.12 During the quarter, Local Government Employers and Trade Unions reached agreement on the pay claim for NJC staff (in Halton employees on grades HBC1 to HBC11). An award of 2% effective 1st April 2018, and a further 2% effective 1st April 2019 has been put in place, with greater increases at the bottom end of the pay scales to accommodate the legislative requirements of the National Living Wage between now and 2020.
- 3.13 The HR service was able to process the increase into April payroll. There are some additional complexities attached to the second year of this award (20190, as there is to be some realignment of pay scales to provide for a more equal distribution of pay points across the NJC scales. This will require some detailed work in Halton to ensure that it is fairly aligned to the existing grading structure. In order to achieve this, a working group will be convened in summer 2018 consisting of representatives from HR and the trade unions.
- 3.14 Nationally agreed pay awards for Chief Executives, Chief Officers, and employees on NHS terms and conditions remain under negotiation at the time of writing.

ICT Infrastructure

Improved Services provided to schools in 2018/19

- 3.15 VDI Desktop for Admin and Curriculum - The 'VDI' desktop gives pupils and teachers access to their own individual Windows based desktop on any device from anywhere with Internet connectivity. From the classroom to the home it allows remote, secure, filtered, managed, backed up access to data and systems.
- 3.16 Off-Site Backup – Curriculum SLA schools - Schools are required to take data security and backup seriously. With the introduction of this new service all data created on the schools servers installed by ICT Services will be automatically backed up into the Cloud storage platform managed by ICT Services, meeting Data Protection requirements.
- 3.17 Printing - HBC also assist schools in achieving significant reductions in printing costs through the introduction of Multifunctional Devices and now Risographs. These devices can be purchased outright or leased from the council at very competitive prices.
- 3.18 Records Management Unit – Utilising the purpose built corporate specialist records management Unit a solution dedicated to Schools is now in place providing physical and electronic data storage, online document and records management systems and a bespoke scanning service.

ICT Work Programme 2018/19

- 3.19 Social Care – A development project based upon creating a management solution for 'Vacancy levels in Care Homes'/managing spare beds.

- 3.20 Social Care – on line Information YED solution and advice solution based upon services available – in response to The Care Act 2013.
- 3.21 Smooth wall web filtering and web management – Following a number of key security changes a supplier was chosen to provide both an on-premises and cloud based Web Filtering Gateway Solution that meets with the ‘Prevent’ agenda in order to closely manage the threat landscape that exists today and in the coming years. The prevent agenda is a major and complex change to how schools web filtering is managed as any solution chosen is expected to not only deal with the management of year group access level but to also manage the radicalisation agenda, together with corporate requirement in terms of security compliance and the levels of public internet access management the authority delivers through many of its public locations. This is now becoming a complex and highly managed environment that needs to comply with an ever increasing Government and security services prescribed agenda. This solution is now live in the Schools complying with the April 2018 deadline in order to manage compliance requirements. Ongoing replacement of the corporate web management is now underway and moving into Libraries imminently.
- 3.22 Guest WiFi – Now available in all libraries, and fully managed to user level – soon to be linked to the Smooth Wall web management software extending the prevent agenda into the borough’s Libraries and public access areas such as the Markets and Community Centre’s.
- 2.23 Library desktop replacement hardware – a project is underway looking at a compliant managed solution to replace the existing equipment within the library environment – a solution that will be capable of user identification and registration given the open public access and potential criminal activity that may occur.
- 3.24 Agresso – As noted within the Agresso update above the development team will start a major version upgrade of the solution across all three partners. In addition we are working with external consultants to implement a dedicated Sefton reporting system.
- 3.25 Data Storage – Starting to identify a major enhancement to the storage capability for SharePoint as detailed within the ICT capital programme.
- 3.26 SharePoint – Upgrade to SharePoint 2016 offering additional security – functionality and deployment opportunities.
- 3.27 Cemeteries – External project delivering a commercial software solution to an external organisation operating ten crematoria – the initial income expectation will realise £40k within 2018/19.
- 3.28 Social Care – EMIS – NHS/Heath systems integration for our Social Care staff. Also implementing a Genealogy tree (shows family relationships diagrammatically and linked to the existing CF6 systems).
- 3.29 Exchange 2016 – Corporate rollout of the new email solution, changing email archiving systems and upgrading the associated storage now given the scale of the email retention requirement throughout the authority.
- 3.30 McAfee – Project to review the existing McAfee security suite with a potential change to an EFA Open Source alternative in part with the aim of reducing what is a considerable financial overhead whilst maintaining the required levels of protection utilising a best of breed approach rather than a single supplier solution for Endpoint Encryption, Data Loss Prevention, Desktop Anti-Virus, Server AV, Mail Gateway, Web Filtering (Phase 1 Smoothwall).
- 3.31 Synergy Systems Upgrade – Schools data management, system upgrade in order to comply with new Government requirements and technology requirements - compliance with new security and software improvements.

- 3.32 Transport Co-ordination – system – work is now underway to develop an in house version for the transport team.
- 3.33 Continued rollout of VDi “MYAPPS.halton.gov.uk” – the removal by 2019 of “MYDESK.halton.gov.uk” moving all users into the new MYAPPS environment utilising the latest VMWare and Microsoft technologies through the HBC Cloud facilities.

Legal and Democracy

New Road User Charging Scheme

- 3.34 Legal Services have been heavily involved in the development of a new Road User Charging Order for the Mersey Gateway & Silver Jubilee Bridge, which will be considered by Council in Quarter 1.

Local Elections May 2018

- 3.35 Preparations continue for the Local Elections in May and the consequent induction process for new Members.

Revised Council Constitution

- 3.36 The revised Constitution has been developed for approval by Council in May 2017.

Catering, Stadium and Registration Services

The Stadium

- 3.37 The new Super League season is underway with a number of new recruits and the promotion to the first team of a number of youngsters has resulted in some mixed results which has impacted significantly on attendances in a negative way which has had a knock of affect to concession income and targets.

Property Services

Mersey Gateway Temporary Use Areas

- 3.38 Work is ongoing in respect of the temporary use areas in order to get them ready to hand back to Property Services in due course. Discussions have been ongoing across the authority and with the contractors for some considerable time with regards these areas to establish our requirements. An indicative timetable has been indicated verbally, as yet however no formal timescales have been confirmed in respect of when the sites will be handed back.

Deregulation of Water Retail Market

- 3.39 Discussions are on-going at a City region level in respect of undertaking a City region procurement exercise for water services in due course. The water retail market was deregulated as of April 2017 as such there is now a requirement to procure these services via a competitive exercise. Authorities are being asked to collate the necessary site and consumption information necessary in order to undertake the exercise if deemed appropriate and this is currently ongoing. The favoured option following a

recent discussion is to undertake a mini competition via the CCS/YPO frameworks as they have already been through a procurement process and have a number of providers approved. The retail arm of the water industry only forms circa 7% of overall water charges as such no significant monetary savings are likely.

Agile Working

3.40 The new agile/flexible working policy has now been completed. The policy is due to be rolled out in May when there are going to be a number of drop in sessions for staff to attend. Once the policy has been rolled out this will enable Property to work with managers with a view to ultimately vacate Kingsway House once the lease expires in 2019.

Minimum Energy Efficiency Standards (MEES)

3.41 The Minimum Energy Efficiency Standards (MEES) come into force in April 2018. They represent one of the most significant environmental policies to impact the public sector in several years as they will make it unlawful from April 2018 to let buildings in England and Wales which do not achieve a minimum EPC rating of 'E'. Whilst we have significantly reduced our investment property portfolio over recent years we are likely to let property in the future so it has been decided to ensure EPC's are in place for any such property.

Clean Growth Strategy

3.42 The Government's Clean Growth Strategy was published in October. The strategy is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. A new voluntary target of 30% reduction in carbon emissions by 2020/21 has been introduced for Local Government based on 1990 emission rates.

4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2017 – 18 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures will be monitored in Quarter 2.

5.0 High Priority Equality Actions

5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.

The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf

6.0 Performance Overview

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

It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.

Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

Financial Management

Key Objectives / milestones

Ref	Milestones	Q4 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - November 2017 .	<input checked="" type="checkbox"/>
FS 01b	Report to Council - March 2018 .	<input checked="" type="checkbox"/>
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	<input checked="" type="checkbox"/>
FS 03b	Publish the Statement of Accounts by 31st August 2017 .	<input checked="" type="checkbox"/>
FS 04a	Establish Treasury Management Policy and report to Council - March 2017 .	<input checked="" type="checkbox"/>
FS 04b	Provide monitoring reports to Executive Board on a bi-annual basis.	<input checked="" type="checkbox"/>
FS 05a	Establish and report prudential indicators to Council - March 2017 .	<input checked="" type="checkbox"/>
FS 05b	Provide monitoring reports to the Executive Board on a bi-annual basis.	<input checked="" type="checkbox"/>

Supporting Commentary















Medium Term Financial Strategy (MTFS) was reported to Executive Board on 16th November 2017. The financial forecast is being regularly updated.

The revenue budget, capital programme and 2018/19 council tax levels were reported and approved by Council on 07 March 2018.

2017/18 Q3 was reported to Executive Board on 22nd February 2018. Q4 (Outturn) will be reported on 14th June 2018.

Half year report reported to Executive Board on 16th November 2017. Prudential borrowing indicators reviewed on a regular basis.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive annual comment from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		
FS LI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes	Yes		
FS LI 04	Proportion of Council Tax that was due that was collected	95.04%	94.75%+	94.62%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.65%	95.00%+	98.21%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	19.94 (Days)	20 (Days)	18.79 (Days)		
FS LI 07	Average time for processing notifications of changes in circumstances	2.96 (Days)	5.3 (Days)	5.3 (Days)		

Supporting Commentary

2016/17 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 27 September 2017.




Grant Thornton completed an annual review of the overall control environment relevant to the preparation of the Council's financial statements. As part of the 2016/17 audit, Grant Thornton concluded that their work had identified no material weaknesses that are likely to impact on the Council's financial statements.

As part of the 2016/17 audit, Grant Thornton completed a high level review of the Council's internal audit arrangements and the work that internal audit has completed on the Council's key financial systems. The conclusion from that review is that Grant Thornton did not identify any issues that will impact on their audit approach.

In terms of collection rates and processing times there has been some minor deviation when compared to the same period last year and is down 0.42%, This reflects the difficulty in collection relating to the council tax reduction scheme, however, the amount of council tax collected is higher than forecast due to continued collection of previous year debts and continued growth in the council tax base.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones



Ref	Milestones	Q4 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2017	
PPPE 01b	Review and refresh annual training calendar September 2017 .	
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2017, and March 2018 .	
PPPE 03b	Monitor impact of new policy at three monthly intervals – support with financial and data analysis September, December 2017, and March 2018 .	
PPPE 04d	Ongoing monitoring of agency usage and spend April, September, December 2017, and March 2018 .	


Supporting Commentary

Activity underway in respect of all actions. Formation of new Organisational Development Service is now aiding prioritisation of key aspects. Refer to narrative in Key Developments.

An analysis of agency demand is underway with an initial focus on Adult Social Care with resulting recommendations formulated for management consideration with work ongoing to improve and further refine the balance between agency and established resources.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q4 Actual	Q4 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	10.28 (Days)		
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,637	Not applicable	3,470	N / A	N / A
PPPE LI 02b	Total Staff (head count) (indicator for information only)	4,863	Not applicable	4,648	N / A	N / A
PPPE LI 02c	Total Agency Worker usage (number of placements – year to date)	New KPI from 2017/18 onwards	Baseline to be established	685 Placements	N / A	N / A
PPPE LI	Total Agency Worker usage	New KPI	Baseline to be	£1,718,283.35	N / A	N / A

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q4 Actual	Q4 Progress	Direction of travel
O2d	(cumulative cost – year to date)	from 2017/18 onwards	established	(Gross Cost)		
PPPE LI 07	Average time to recruit (Management Team approval to employee start date)	61 (Days)	Baseline to be established	69 (Days) (Q3 2017/18)	N / A	N / A
PPPE LI 08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.05%	Baseline to be established	4.41%	N / A	





Supporting Commentary

This outturn is worse than target, however it was anticipated that this may be the case because the new absence management procedures introduced on 1st July 2017 were expected to eradicate under-reporting. A full review of the impact of the new procedures is underway with a report to be formulated during Q1 18/19.

End of year agency costs demonstrate sustained reduced in spend, which has now levelled out at similar to 16/17. Work continues to balance the resource mix in services to seek further cost reductions as reliance on agency workers is lessened, over time. HR service is satisfied that agency workers are now used appropriately, following implementation of new procedures in 2016.

ICT and Administrative Support Services

Key Objectives / milestones







Ref	Milestones	Q4 Progress
ICT 01b	Further development of Cloud Services Platform - March 2018.	
ICT 01c	SharePoint and Records Management enhancements - March 2018.	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2018.	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2018.	
ICT 02c	Improvement and enhancement of all web based customer interfaces - March 2018.	

Supporting Commentary

Roll-out of the new desktop facilities underway over 800 Virtual Desktop Users with 382 + now utilising the RDSH platform for desktop access – roll-out to continue over the coming months to cover all users.

The Improvement and enhancement of all web based customer interfaces continues to be a primary focus with content and facilities evolving monthly, in line with the ICT development programme and business requirement. A recent review and redesign of the authorities Internet and Intranet pages has taken place over the last quarter

Key Performance Indicators




Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.01%	99.00%	99.07%		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.03%		
ICT LI 04	Average working days from delivery to completion of a new PC.	9 (Days)	10 (Days)	10 (Days)		

Supporting Commentary

All indicators remain have achieved their annual target levels with only minor deviances in performance in comparison to the same period in the previous year.

Legal & Democracy









Key Objectives / milestones

Ref	Milestones	Q4 Progress
FS 01	Review constitution - May 2017 .	
FS 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
FS 02b	To induct all new members by October 2017 .	

Supporting Commentary

The revised Constitution was approved by Council in May2017 and MAP meetings are continually offered throughout the calendar year with all new Members having been through the induction programme.

Key Performance Indicators


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Day)	3 (Days)	1 (Days)		
LD LI 05	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

Although the target has not been achieved, it has stayed the same as last year. Members were given the opportunity of having a MAP meeting and offered numerous training opportunities. All other measures are showing sustained levels of performance.

Community & Environment









Key Objectives / milestones

Ref	Milestones	Q4 Progress
CE 02a	Deliver a promotion and educational campaign - September 2017 and January 2018 .	

Supporting Commentary

The introduction of Universal Credit is yet another challenge the service faces in trying to increase/maintain pupil meal numbers, a marketing campaign had been prepared for all Primary schools for the start of the new term (September 2017) that has had a positive effect on meal numbers. This programme included taster sessions and visits to Parents Evenings etc.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	78.20%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	71.88%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.3%	65.00%	63.36%		
CE LI 04	Take up of school lunches (%) – secondary schools.	64.7%	57.00%	61.22%		



Supporting Commentary

Following the marketing campaign coupled with the cold wet weather there has been a fairly sharp rise in the uptake of Primary School Meals, the target of 87% was always however a very optimistic figure.

Current levels of take up are encouraging given that these measures are subject to seasonal influence, such as the spring months and summer break.

Economy, Enterprise & Property

Key Objectives / milestones





Ref	Milestones	Q4 Progress
EEP 04a	Develop Options Appraisal for Council's Office Accommodation – September 2017	
EEP 04b	Commence construction of clubhouse and installation of driving range at Widnes Golf Academy – Oct 2017	

Supporting Commentary

Latest accommodation options presented to the Asset Management Working Group (AMWG) at the October 2017 meeting.

October 2017 was the lease date for the submission of a planning application for the clubhouse and driving range. HBC approved an extension on this date due to unforeseen factors including commercial negotiations and sourcing of suitable material. A planning pre-application consultation was submitted in February 2018 for the clubhouse and driving range. The full planning application is anticipated in May 2018 with this element of the developer scheduled to be delivered by the end of 2018. Officers remain in regular communication with the developer of the site to mitigate where possible further delay.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q4 Actual	Q4 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	16,043 tonnes CO ₂ e (actual 16/17)		
EEP LI 03	Occupancy of Widnes Market Hall	84%	84%	83%		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The figure for 2015/16 has therefore been amended to reflect the change to ensure the comparison to the 2016/17 figure is meaningful.

The overall emissions for 2016/17 amount to 16,043 tonnes, which equates to a 9.8% reduction from the previous year, well within the target set.

The overall emissions of 16,043 tonnes is broken down into the following five categories:-

- School Buildings 5128t, Corporate buildings 5364t, Unmetered supply 3913t
- Fleet Transport 1297t & Business Mileage 341t.
- There was a reduction in emissions across all areas, Street Lighting had the largest annual reduction in the amount of 15.6%.

The annual figure for this indicator is a year behind and therefore only reported in the following year, with the revised target for 2017/18 is 15,882 tonnes CO₂e.

Widnes Market continues to defy the national retail trend of low retail occupancy rates. The occupancy of the market has remained relatively unchanged during the current financial year. This is despite experiencing a decline in footfall figures and the unseasonably cold weather which has further impacted upon visitor numbers to the market and town centres




7.0 Financial Statements

The Council's 2017/18 year-end accounts are currently being finalised. The year-end position for each Department will therefore be made available via the Intranet by 30th June 2018





8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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