

Public Document Pack



Corporate Policy and Performance Board

Tuesday, 4 June 2019 6.30 p.m.
Council Chamber - Town Hall, Runcorn

A handwritten signature in black ink, appearing to read '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, 3 September 2019*

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

Part I

Item No.		Page No.
1. MINUTES		1 - 4
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)		
	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.	
3. PUBLIC QUESTION TIME		5 - 7
4. EXECUTIVE BOARD MINUTES		8 - 24
5. MEMBER DEVELOPMENT GROUP NOTES		25 - 27
6. DEVELOPMENT OF POLICY ISSUES		
(A) CORPORATE ACCIDENT/INCIDENT REPORT 1 APRIL 18 - 31 MARCH 19		28 - 43
(B) GENDER PAY GAP		44 - 58
(C) HALTON BOROUGH COUNCIL UPDATE ON APPRENTICESHIP POLICY/APPRENTICESHIP LEVY AND PUBLIC SECTOR TARGET		59 - 68
(D) ANNUAL REPORT		69 - 73
(E) TOPIC GROUPS 2019-20		74 - 75
7. PERFORMANCE MONITORING		
(A) PERFORMANCE MANAGEMENT REPORTS QTR 4 - 2018-19		76 - 100

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, 29 January 2019 in the Civic Suite - Town Hall, Runcorn

Present: Councillors Gilligan (Chair), Philbin (Vice-Chair), Abbott, M. Lloyd Jones, C. Loftus, A. Lowe, A. McInerney, N. Plumpton Walsh and Wainwright

Apologies for Absence: Councillor Joe Roberts

Absence declared on Council business: None

Officers present: M. Reaney, I. Leivesley, S. Riley, E. Dawson, G. Ferguson and W. Rourke

Also in attendance: One member of the press.

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

	<i>Action</i>
CS26 MINUTES	
<p>The Minutes from the meeting held on 6th November 2018 were taken as read and signed as a correct record.</p> <p>Arising from the Minutes, Members noted that discussions were ongoing with the Widnes Vikings. In respect of Area Forums, a Member commented on the difficulties Forums occasionally experienced acquiring three quotes to support their bid for funding. It was agreed that this would be looked into.</p>	
CS27 PUBLIC QUESTION TIME	
<p>The Board was advised that no public questions had been received.</p>	
CS28 EXECUTIVE BOARD MINUTES	
<p>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.</p>	

Under Minute No EXB44 the Board requested an update on the outcome of the re-tendering of insurance contracts. It was agreed that this would be provided.

RESOLVED: That the minutes be noted.

CS29 MEMBER DEVELOPMENT GROUP NOTES

The Board considered the minutes of the Member Development Group meetings held on 22nd March 2018 and 6th September 2018.

Members requested that the meetings be held at a later time.

RESOLVED: That the minutes be noted.

CS30 ICT & SUPPORT SERVICES - SERVICE UPDATE

The Board received a presentation from the Operational Director ICT & Support Services, which provided Members with an overview of the make up of the department in order to highlight the number of service delivery teams within the department and the breadth of services delivered through these teams.

It was noted that over the last 10 years the ICT department had reduced staffing numbers by over half. However, the efficiencies delivered through the effective use of technology and the dedication of those working within the specialist areas had allowed the authority to change in line with its efficiency targets. The department had also taken the opportunity to offer similar innovative platforms to external organisations raising levels of income and additional opportunity for growth through:

- the Halton Cloud;
- the Records Management Unit; and
- the Agresso Collaboration.

The departments commercial opportunities continued to expand through the growth and development of School Clients. In addition the authority had developed hundreds of internally written and supported applications removing the need for expensive and often inferior support systems. Examples of those currently in development or recently released were:

- the transport co-ordination and route planning systems;

- the in house cemeteries system which had been sold externally to a commercial operator of crematoria;
- interfaces of external partners' systems; and
- the continued development of the Halton CRM and Web based systems.

RESOLVED: That the Board supports the ongoing efforts of the department within the key project areas.

(N.B. Councillor M. Lloyd Jones declared a disclosable other interest in the following item of business as she was a Governor at Beechwood Primary Schools)

CS31 PROPERTY SERVICES UPDATE

The Board considered a report that provided Members with an update on initiatives and actions delivered by the following teams within Property Services during the past 12 months and included those that would be prioritised over the next 12 months:

- Property Services – Asset Management;
- Property Operations;
- Facilities Management; and
- Technical Support & Markets Team.

The report also detailed current Market arrears and debt management and proposals for reviewing the Market opening/closing times, encroachment, new trader applications and request for new commodities. Arising from the discussion the following comments were noted:

- the new roof was now complete. As a result the heating and air conditioning system was now accessible therefore improvements to the system would be considered in the next financial year;
- it was hoped to get a consensus from the Market Traders on future opening and closing times;
- Market occupancy rates had improved over the past 12 months;
- further details would be provided to Members on the £1.9 m generated in capital receipts;
- a number of proposals were being considered for the Broseley House site;
- discussions were ongoing with Mersey Gateway regarding the handover of land near Wigg Island;
- Members discussed ways in how they would like to be involved in the decision making process and the role of the Corporate Policy and Performance Board.

RESOLVED: That Members note the content of the report and welcome the progress being made on a wide variety of Property related matters.

CS32 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 3 OF 2018/19

The Board received a report from the Strategic Director, Enterprise, Community and Resources, which presented the Performance Monitoring Reports for Quarter 3 of 2018/19.

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.

The Board discussed Housing Policy and were advised that the responsibility for scrutiny was within the Environment Policy and Performance Board (PPB). Councillor Gilligan agreed to raise the issue discussed with the Chair of the Environment PPB. In addition, a Member commented that in respect of the percentage figures provided detailing Council Tax collected and Business rates received, it would be beneficial to include financial figures in future reports to support this information.

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

Meeting ended at 8.40 p.m.

REPORT TO: Corporate Policy & Performance Board

DATE: 4th June 2019

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 Chair 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: 4th June 2019

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 17TH JANUARY 2019

RESOURCES PORTFOLIO

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

EXB83 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 provision 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 for 80% discretionary rate relief in respect of two business premises at the Sci-Tech, Daresbury campus.

RESOLVED: That the request for 80% discretionary rate relief from United Kingdom Research and Innovation (UKRI) for their premises at Daresbury Laboratory and Building Two, Daresbury Innovation Centre, Keckwick Lane, Daresbury, be refused.

Strategic Director
- Enterprise,
Community and
Resources

EXB84 WAIVER TO PROCUREMENT STANDING ORDERS: INTEGRATED HR AND PAYROLL SYSTEM

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought a waiver of Procurement Standing Orders in respect of the award of a new contract for the Council's Integrated

HR and Payroll system.

The Board was advised that the Council used an integrated HR and payroll system known as iTrent. The system was used for a number of payroll processes including those traded under service level agreements to external clients. It was reported that those external customers had tailored and established processes which were compatible with the iTrent systems.

The current contract ended on 17 November 2018. Consideration had been given to market testing for a change of systems, although the iTrent system was so firmly established within the Council and with its external customers, there would need to be either a replacement or re-engineering of systems, which could be time and resource intensive.

The Board noted that by making a direct award under the Light Touch Regime, the financial benefit to the Council, as a result of the waiver of Procurement Standing Orders, would be £38,587.

RESOLVED: That

- 1) the report be noted; and
- 2) the Board approves the waiving of Part 3 of Procurement Standing Orders relying on numbers 1.14.4 (iii), 1.14.4 (iv) and 1.14.4 (v).

EXB85 WAIVER TO PROCUREMENT STANDING ORDERS:
MBA/MSC SENIOR LEADER MASTERS
APPRENTICESHIP

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought a waiver of Procurement Standing Orders to award a contract for the provision of a MBA/MSc Senior Leader Masters Apprenticeship.

The Board was advised that since 2010/11, the Council had rationalised its management structures and now operated within a more commercial environment and in new collaborations across the public sector. A need had been

Strategic Director
- Enterprise,
Community and
Resources

identified for succession planning to enable strategic leadership capability in the future.

It was reported that Liverpool John Moores University (LJMU) had created a range of leadership and management qualifications at Masters Level 7, available through the national Apprenticeship Framework and funded by the Apprenticeship Levy. It was noted that LJMU had demonstrated that they could deliver and provide the content of the qualifications which met the Council's needs.

Members were asked to waive the Council's Procurement Standing Orders to allow the awarding of the contract for the provision of a MBA/MSc Senior Leader Masters Apprenticeship, to be fully funded through the existing Apprenticeship Levy, which the Council was required by statute to contribute to.

RESOLVED: That the Board, in compliance with Procurement Standing Orders 1.14.4 and 1.14.5, approve a waiver to award a contract to Liverpool John Moores University, for the following reasons:-

- (i) Standing Order 1.14.4 (iii), where compliance would result in a clear financial or commercial detriment to the Council;
- (ii) Standing Order 1.14.4 (iv) where compliance would result in the Council having to forego a clear financial or commercial benefit.

Strategic Director
- Enterprise,
Community and
Resources

EXECUTIVE BOARD MEETING HELD ON 21ST FEBRUARY 2019

RESOURCES PORTFOLIO

EXB92 BUDGET 2019/20 - 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 2019/20.

It was noted that at the time of writing, the Cheshire Fire Authority had not set its budget and Council Tax

Precept. However, final figures would be reported to Council when the information was available.

The Board was advised that the Medium Term Financial Strategy (MTFS), approved at its meeting on 15 November 2018, had identified funding gaps of around £9.8m in 2019/20, £8.2m in 2020/21 and £3.3m in 2021/22. The Strategy had the following objectives:

- Deliver a balanced and sustainable budget;
- Prioritise spending towards the Council's priority areas;
- Avoid excessive Council Tax rises;
- Achieve significant cashable efficiency gains;
- Protect essential front line services and vulnerable members of the community; 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 12 December 2018, the Council approved initial budget savings totalling £4.653m 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 £108,621m.

The Board was advised that the proposed budget incorporated grant figures announced in the Local Government Grant Settlement, and included £2.381m for the New Homes Bonus 2019/20 grant and £5.233m for Improved Better Care Funding, paid to councils for the third

year. Also announced in the Government's 2018 Autumn Budget, was additional funding for both Adults and Children's Social Care.

Further information was provided on the budget outlook, Halton's Council Tax, Precepts for Parishes, Police, Fire and Liverpool City Region Mayor, the Capital Programme, Prudential Code and School Budgets.

Reason(s) for Decision

To seek approval for the Council's revenue budget, Capital Programme and Council Tax for 2019/20.

Alternative Options Considered and Rejected

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

Implementation Date

6 March 2019.

RESOLVED: That

- 1) Council be recommended to adopt the resolution set out in Appendix A, which includes setting the budget at £108.621m, the Council Tax requirement of £49.597m (before Parish, Police, Fire and LCR Combined Authority precepts) and the Band D Council Tax for Halton of £1,419.08; and

- 2) From 1 April 2019 the level of Empty Homes Premium on dwellings that have been unoccupied for more than 2 years be increased to 100%.

Operational
Director - Finance

EXB93 TREASURY MANAGEMENT STRATEGY STATEMENT
2019/20

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

Investment Strategy and the Minimum Revenue Provision Strategy for 2019/20.

The TMSS was attached to the report and detailed the expected activities of the treasury function in the forthcoming financial year (2019/20).

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

Members noted that the 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

EXB94 CAPITAL STRATEGY 2019/20

The Board considered a report of the Operational Director, Finance, on the Council’s Capital Strategy for 2019/20.

It was reported that all councils were required to produce a Capital Strategy annually, the aim of which was to ensure that the Council understood the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

Members were advised that the Capital Strategy

should be read in conjunction with the Treasury Management Statement, included on the same agenda. It was noted that the successful delivery of the Capital Strategy would assist the Council in planning and funding its capital expenditure over the next three years.

RESOLVED: That Council be recommended to approve the 2019/20 Capital Strategy, as presented in the Appendix attached to the report.

Operational
Director - Finance

(N.B. Councillor Ron Hignett declared a Disclosable Other Interest in the following item of business, as he was on the Board of the Sci-Tech Daresbury Private Sector Joint Venture Board)

EXB95 2018/19 QUARTER 3 SPENDING

The Board considered a report of the Operational Director, Finance, which reported on the 2018/19 Quarter 3 Spending as at 31 December 2018.

A summary of spending against revenue budget up to 31 December 2018 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 £3,142m above the budget profile. Whilst the overspend position had increased since Quarter 2, the pace of increase had steadied.

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, initiatives were in place for the Council to increase the number of in-house foster carers, by joining a collaborative fostering service with neighbouring authorities.

The report also provided details of other services which had experienced overspent budget profiles including the Community and Environment Department; the Complex Care Pool; the Education, Inclusion and Provision Department. Also, details of underspends in Planning and Transportation Department; and Corporate and Democracy.

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 take appropriate action to ensure overall spending is contained as far as possible within their total operational budget by year-end; and
- 3) Council be recommended to approve the revised Capital Programme as set out in Appendix 2, attached to the report.

Operational
Director - Finance

EXB96 CALENDAR OF MEETINGS 2019/20

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which set out the proposed Calendar of Meetings for the 2019/20 Municipal Year, which was appended to the report for information.

RESOLVED: That Council be recommended to approve the Calendar of Meetings for the 2019/20 Municipal Year, as appended to the report.

Strategic Director
- Enterprise,
Community and
Resources

EXB97 UNISON'S END VIOLENCE AT WORK CHARTER

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which set out details of Unison's End Violence at Work Charter.

The Board was advised that the Council had been approached by Unison seeking support and to adopt their Violence at Work Charter. A copy of the ten standards set within the Charter were attached to the report as an Appendix. Any employer seeking to sign up to the Charter, would be asked for evidence of their compliance with these ten points.

It was reported that the Council had established policies and practices in place to protect its employees, which it kept under constant review in the light of experiences and changes in legislation. It was noted that the Charter reflected the Council's own philosophy and existing

practices.

RESOLVED: That Council be recommended to adopt the Unison “End Violence at Work Charter” and works with Unison representatives to ensure the standards within the Charter are adhered to.

Strategic Director
- Enterprise,
Community and
Resources

EXB98 INTERNATIONAL HOLOCAUST REMEMBRANCE ALLIANCE WORKING DEFINITION OF ANTI-SEMITISM

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the adoption of the International Holocaust Remembrance Alliance (IHRA) and working definition of Anti-Semitism.

The Board was advised that the IHRA was an intergovernmental organisation which strengthened, advanced and promoted Holocaust education, research and remembrance worldwide. It also upheld the commitments of the Declaration of the Stockholm International Forum on the Holocaust. The IHRA working definition of Anti-Semitism was set out in the report. It was reported that the Council had been approached by the Jewish Leadership Council to adopt this definition.

Strategic Director
- Enterprise,
Community and
Resources

RESOLVED: That Council be recommended to adopt the IHRA working definition of Anti-Semitism.

EXB100 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 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 to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 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 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, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

RESOURCES PORTFOLIO

EXB101 LAND PURCHASE AT CROW WOOD LANE, WIDNES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought approval for the purchase of land at Crow Wood Lane, Widnes.

The Board was advised that the Council had been successful in a bid for funding for the purchase and adaptation of properties which provided suitable accommodation for those that required a supported living environment.

It was reported that there was a lack of suitable properties in the Borough, and so a decision had been made to purchase land at Crow Wood Lane, Widnes, and to develop it with high quality, bespoke new-build accommodation.

RESOLVED: That Executive Board

- 1) approves the purchase of land at Crow Wood Lane, Widnes; and

authorises the Operational Director, Legal and Democratic Services and the Operational Director, Economy, Enterprise and Property, to conclude all

Strategic Director
- Enterprise,
Community and
Resources

necessary documentation required to complete the sale.

EXECUTIVE BOARD MEETING HELD ON 14th MARCH 2019

RESOURCES PORTFOLIO

EXB109 ANNUAL REVIEW OF CONSTITUTION 2019/20

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

EXB110 ADOPTION OF THE REAL LIVING WAGE FOR COUNCIL EMPLOYEES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the adoption of the Real Living Wage for Council employees.

The Board was advised that the National Living Wage was introduced in 2016, and must be paid to all employees over the age of 25 years. The Council took a decision in 2016 to pay the National Living Wage rate to all employees, including those under the age of 25, and this remained the case.

It was reported that the UK Living Wage Foundation

published a real living wage figure in November each year, which reflected the true cost of living. The Council had explored the option of adopting the Real Living Wage, but it was found to be unaffordable, although this remained an aspiration for the Council.

Within the Liverpool City Region, consultation was underway on a 'Fair Employment Charter' (the Charter), and it was expected that in the final version of the Charter there would be a commitment to pay the Real Living Wage. The Board noted that there was an expectation that public sector employers within the City Region would sign up to the Charter, to lead by example and encourage others to do so.

The UK Living Wage Foundation also encouraged employers to become accredited Living Wage Employers, which required that payment of the Real Living Wage was inherent in the organisational supply chain. The Council would be expected to ensure that all procured suppliers and service providers paid the appropriate wage rate, although it was reported that this would be difficult to achieve because a supplying organisation could only be asked to voluntarily pay the given rate, with the potential for contract costs during the procurement process being passed back to the Council. Given the difficulties outlined in the report, it was considered that accreditation would not be pursued by the Council as an option.

RESOLVED: That

- 1) the report be noted;
- 2) the Board approves the paying of the prevailing Living Wage Rate from April 2019, and each April thereafter; and
- 3) the Council does not seek accreditation from the UK Living Wage Foundation.

Strategic Director
- Enterprise,
Community and
Resources

EXB111 REVIEW OF COUNCIL WIDE FEES AND CHARGES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the review of the Council wide fees and charges.

The Board was advised that, as part of the budget preparations for 2019/20, a review of fees and charges had been carried out. The aim in setting fees and charges was to ensure that the Council fully recovered the cost incurred in

providing the service, although this was dependent on a number of factors outside of the agreed charge. These were detailed in the report and noted as including demand, which could change year on year and be affected by the weather; regional factors or demographics; competition, where there may be a strong competitive market; and a statutory element, where some charges were outside the control of the Council and there was no discretion to what could be charged.

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

RESOLVED: That the proposed fees and charges for 2019/20 as set out in Appendix A attached to the report and for 2020/21 as set out in Appendices B and C attached to the report, be approved.

Strategic Director
- Enterprise,
Community and
Resources

EXECUTIVE BOARD MEETING HELD ON 11th APRIL 2019

RESOURCES PORTFOLIO

EXB117 DISCRETIONARY NON DOMESTIC RATE RELIEF

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on two applications 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 two applications from two registered charities, for Members' consideration.

RESOLVED: That

- 1) the application for discretionary rate relief from Vision Enhancement Services/Deafness Support Centre in respect of 126 Widnes Road, Widnes, be refused on the grounds that the organisation

Strategic Director
- Enterprise,
Community and
Resources

also operates in Cheshire West and Chester, Flintshire, Denbighshire, Cheshire East, Wrexham and Conwy, and the Deafness Support Centre operates nationally; and

- 2) the application for discretionary rate relief from the Cathie Stankevitch Foundation in respect of Unit 20, Albert Square, Widnes, be approved.

EXB118 PENSIONS DISCRETIONS STATEMENT

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the annual publication of the Pensions Discretion Statement (the Statement).

The Board was advised that the 2019/20 Statement was based on the previous Statement (2018/19) and it was reported that no new discretions had been either added or removed. In addition, there had been no material changes to the Local Government Pension Scheme Regulations 2013, that would result in a change in the Statement.

RESOLVED: That the Pensions Discretion Statement for 2019/20 be approved.

Strategic Director
- Enterprise,
Community and
Resources

EXB119 DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 3 2018 - 19

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on progress against key objectives/milestones and performance targets for the third quarter to 31 December 2018.

The Board was advised that the Directorate Performance Overview Report provided a strategic summary of key issues arising from the relevant quarter for each Directorate. The Board noted that such information was key to the Council's performance management arrangements and Executive Board had 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, progress and performance information be noted.

EXB120 BUSINESS PLAN 2019 - 2020

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the adoption of the Council Business Plan (the Plan) 2019/20, as a basis for action and performance monitoring.

The Board was advised that the Council developed its business plan in parallel with the determination of its annual budget and the review and refresh of Corporate and Directorate Risk Registers. The Plan was formulated as a series of extracts representing each of the Council's six strategic priority areas. Each of the Business Plan extracts provided details of the specific objectives and performance measures which would provide a focus for the ongoing monitoring of progress throughout the coming financial year.

It was noted that Elected Members were engaged in the development of Directorate Plans, primarily through the autumn cycle of individual Policy and Performance Board meetings. This allowed Members to consider key themes for each strategic priority area and develop specific improvement activities and targets for the coming year.

RESOLVED: That

- 1) the draft Business Plans extracts be received; and
- 2) the Chief Executive, in consultation with the Leader, be authorised to make any final amendments and adjustments that may be required.

Strategic Director
- Enterprise,
Community and
Resources

REPORT TO: Corporate Policy and Performance Board

DATE: 4 June 2019

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 6 December 2018.

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 6th December 2018
at the Municipal Building, Kingsway, Widnes

Present: Councillors J. Bradshaw, B. Gilligan, P. Wallace and M. Wharton.

Officers: K. Mackenzie and Alison Scott.

Apologies for absence: Councillors J. Stockton (Chairman) J. Abbott, C. Rowe, K. Wainwright and G. Zygodillo.

In the absence of Councillor J. Stockton, Councillor M. Wharton chaired the meeting.

MDG21	NOTES OF THE LAST MEETING	
	The notes of the last meeting held on 6 September 2018 were approved as a correct record.	
MDG22	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 2018 was 55 of 56.</p> <p>MAP forms would be re-issued for all Members by hard copy.</p>	KM
	<p>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</p> <p>Since April 2018, 88% (49 of 56 Members) had attended at least one training and development event. The target was 100% for the year 2018-2019.</p>	
MDG23	LEARNING AND DEVELOPMENT UPDATE	
	<p>Briefing Sessions had been provided for Members on Suicide awareness, Dementia Awareness and Domiciliary Care.</p> <p>On-line Courses:- There were over 100 courses on offer. The Group received a short training session on how to access the HBC E-learning site.</p> <p>Members of the Group used their I-pads they had brought to the meeting to go on-line and look at courses on offer. The Group agreed the packages available were both easy and convenient to use, and would encourage other Members to take up the offer.</p> <p>Mentoring Training E-learning:- This was available to any Members/ Officers who would like to become Mentors to newly elected Members.</p>	GROUP / AS KM

	New officer/ Member Mentors were sought for the next local election as several trained officer Mentors had left the Authority. Anyone interested should contact Kathryn to arrange on-line training.	
MDG 24	ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES	
	No other issues to report.	
MDG 25	DATE OF THE NEXT MEETING	
	RESOLVED: The next meeting to be held in March 2019 at 4.30pm – date to be confirmed.	
	The meeting closed at 4.55pm	

REPORT TO: Corporate Policy & Performance Board

DATE: 4th June 2019

REPORTING OFFICER: Strategic Director – Enterprise Community Resources

PORTFOLIO: Resources

SUBJECT: Corporate Accident / Incident Report 1.4.18 to 31.3.19

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 2018 to 31st March 2019.

2.0 RECOMMENDATION: That

- 1 the report be received; and**
- 2 the Board notes the contents of the report including the recommendations and actions for 2019/20.**

3.0 SUPPORTING INFORMATION

3.1 The health and safety report on the performance of health and safety management in relation to Key Performance Indicators for the current financial year is appended.

3.2 It highlights health and safety information.

3.3 The report includes information around the number of actual near misses, over 7 day and significant accidents.

3.4 It highlights a rise in complex DSE assessments.

3.5 It summarises mental health support provision within the Authority.

4.0 **POLICY IMPLICATIONS**

4.1 The report assists in the delivery of the Corporate Health and Safety Policy.

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
POLICY & PERFORMANCE BOARD
1st April 2018 to 31st March 2019**

Contents

1. INTRODUCTION.....	3
1.1 General	3
1.2 H&S Management System	3
2. SUMMARY AND RECOMMENDATIONS	5
2.1 Summary 2018/19	5
2.2 Recommendations 2019/20.....	6
3. INFORMATION	7
3.1 Local Information.....	7
4. LEAD INDICATORS (KPI's)	8
4.1 KPI 1 Risk Assessments	8
4.2 KPI 2 Near Misses	8
4.3 KPI 3 Lone Working Monitoring System	8
5. REACTIVE INDICATORS (KPI's).....	9
5.1 KPI 4 Accidents.....	9
5.2 KPI 5 Violent Incidents	10
6. Risk Assessment Position Statements.....	30

1. INTRODUCTION

1.1 General

The Health and Safety at Work etc Act 1974 clearly places responsibility on those who create the risk to manage it. The HSE Strategy, 'Helping Great Britain Work Well' highlights that members of the board have both collective and individual responsibility for health and safety. As such, the need is for board-level members to champion health and safety and be held accountable for its delivery.

Part of this includes identifying areas for improvement in health and safety management with the intention of improving staff morale, reducing in work-related sickness absence and lowering insurance premiums for legal, moral and financial reasons. 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) 2013, 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 2019/20.

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 for Health and Safety".

2. SUMMARY AND RECOMMENDATIONS

2.1 Summary 2018/19

During the past year across the Authority there has been a rise in burn injuries within school catering and office areas, slips/trips/falls, manual handling accidents in the care teams and Waste Management plus injuries linked to staff being hit or caught by stationary and moving/flying objects. There have also been a total of 12 near misses.

Violent Incidents are showing a fall in the number of verbal incidents compared to last year's figures and physical incidents have dropped from 11 to 10 in the last 12 months. There has been a rise in both verbal and physical incidents within Halton schools.

Lone working monitoring system usage data shows a very slight increase in registered users of the system compared to the same period last year but a decrease in actual use of the system. Seventy users have been deleted for non-use across both directorates despite mandatory use being approved and endorsed by Management Team.

Display Screen Equipment assessments have risen to 23 throughout 2018 with staff coming forward to report various health issues surrounding Musculoskeletal Disorders.

Risk Assessments completed on the corporate risk assessment system have risen from 1142 in 2017/18 to 1432 in 2018/19 following consultations at Joint Consultative Committee Meetings across the Authority.

2.2 Recommendations 2019/20

The following recommendations are as a result of the accident analysis data for 2018/19 and will be actioned during the period 2019/20.

No.	KPI No.	ACTION	RATIONALE	RESPONSIBLE
1.	4	Waste & Environmental Services review of manual handling procedures	Accidents 2018/19	Waste & Environmental Services Team
2.	4	Care Management review of manual handling procedures of persons	Accidents 2018/19	Care Management Team
3.	4	Ensure that Schools Catering Team conduct a review of Personal Protective Equipment and Risk Assessments to identify control measures for scalds and burns	Accidents 2018/19	Schools Catering Team
4.	4	Ensure that Environmental Risk Assessments for offices are reviewed and updated to identify control measures for scalds and burns	Accidents 2018/19	Team Managers and Health and Safety Team
5.	4	Review of Premises and Environmental Risk Assessments to identify control measures for slips, trips and falls	Accidents 2018/19	Team Managers and Health and Safety Team
6.	2	Review of maintenance contract arrangements for cremators	Near Misses 2018/19	Divisional Manager and Health & Safety Team
7.	3	Review Lone Working Risk Assessments and enforce the 'mandatory' use of the Contact Centre Monitoring system when required	Reinforce Management Team decision and safety of lone working employees	All managers

GENERAL ACTIONS

Conduct Audit of Client Transport Team – Logistics Division	By Nov 2019	Health and Safety Team
Conduct Audit of First Aid Provision across the Authority	By Oct 2019	Health and Safety Team
Action a series of Lockdown/Bomb Threat Exercises across main Council buildings	By Mar 2020	Health and Safety Team
Review and update Health and Safety policies (Corporate & Schools) requiring timescale or legislation reviews	Ongoing	Health and Safety Team

3. INFORMATION**3.1 Local Information****3.1.1 DSE (Display Screen Equipment) Assessments and Musculoskeletal Disorders**

We are as an Authority experiencing a rise in requests for Complex DSE Assessments due to staff suffering upper body injuries and musculoskeletal disorders.

Upper limb disorders (ULDs) affect the arms, from fingers to shoulder, and neck. They are often called repetitive strain injuries (RSI), cumulative trauma disorder or occupational overuse syndrome. ULDs are common both in the workplace and elsewhere and can result from various kinds of work. They can be associated with the use of display screen equipment (DSE) or work using vibrating tools.

Back pain is any ache, pain, tension, or disorder that affects the muscles or bones of the back from the base of the neck to the hips. It can be caused by damage to the muscles or the bones of the spine and ribs or to the discs between the vertebrae. Lower back pain is common and can be extremely painful. It can be difficult to cope with the severe pain but fortunately it is rarely due to serious disease. There are things that employers and workers can do to manage back pain and other musculoskeletal disorders (MSDs), in the workplace. People can be helped to remain in work or helped to make an earlier return to work.

There has been a process in place within Halton Borough Council since 2007 to regularly self-assess staff with quarterly reviews by managers. To assist staff suffering from MSD's and other conditions to remain in the workplace a further complex DSE assessment is completed by the Health & Safety Team who produce recommendations for further support. This includes advice around posture, seating positions, work areas and in severe cases specialist equipment is advised.

	Total Assessments
TOTAL 2018	23
TOTAL 2017	20
TOTAL 2016	21
TOTAL 2015	12
TOTAL 2014	14
TOTAL 2013	11
TOTAL	101

3.1.2 Mental Health and Wellbeing

Nationally, mental health and wellbeing is a high profile topic with more and more employers providing their workforce with extra support whilst being at work.

On 7th February 2019, Halton Borough Council signed the 'Time to Change' Employer Pledge at the 'Time to Talk' event at Halton Stadium to demonstrate its commitment to changing how we think and act about mental health in the workplace to ensure employees who are facing these problems feel supported.

As part of an ongoing action plan to tackle mental health stigma and discrimination the Authority has recruited a number of 'Time to Change' Workplace Champions who help challenge stigma and positively influence how we think and act about mental health with various activities.

The action plan also involves raising awareness of mental health encouraging employees to talk about mental health openly. To achieve this training is also currently being delivered by the Health Improvement Team in the form of Mental Health Awareness for Managers and General Mental Health Awareness and the Learning & Development Team provide stress awareness training and 'Mindfulness' courses.

4. LEAD INDICATORS

4.1 . 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 up to 31/3/19 are; 1432

Enterprise, Community & Resources – 1036
People – 396

See section 7 for position statements.

4.2 Number of Near Misses

4.2.1 The number reported in the last 3 years are:

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

From the 1st April 2018 to 31st March 2019 there have been 12 near misses showing a reduction from the previous year.

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

4.3.1 Lone Working – Contact Centre Monitoring update

- See below, there has been a very slight increase in registered users of the system compared to the same period last year but a decrease in actual use of the system,
- In total 70 (7-ECR & 63-P) registered users have been deleted from the system as they have not used it for 12 months. The reasons are that the user could be a leaver, is unlikely to remember how to use the system and also their contact information / management contacts will probably have changed;

	Jan – Mar 2018		Jan – Mar 2019	
	Registered Users	No's Using System	Registered Users	No's Using System
Enterprise Community & Resources People	59	47	62	44
TOTAL USERS	322	212	325	191
% OF USE	68%		62%	

5 REACTIVE ['Lagging'] INDICATORS

5.1 Number of Significant and RIDDOR Reportable Accidents

5.1.1 The number of accidents reported to the HSE for each Directorate excluding schools that took place from 1st April 2018 to 31st March 2019 are; **106**

Directorate	Specified Injury	> 7-Day	Significant
Enterprise, Community and Resources	1	11	61
People – excluding schools	0	3	18
Schools – excluding pupils	0	2	10
TOTAL YTD 2018/2019	1	16	89
TOTAL YTD 2017/2018	2	13	46
TOTAL YRD 2016/2017	0	11	57

Specified injuries have decreased from the previous year while over 7 days and significant injuries have increased. Increasing categories include a rise in burn injuries within school catering and office areas, slips/trips/falls, manual handling in the care teams and Waste Management and injuries linked to staff being hit or caught by stationary and moving/flying objects (see recommendations).

Slips, trips and falls are showing a rise in accidents from the previous year with 12 occurring in public places while 10 were on Council land or in Council buildings (see recommendations).

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

Main Categories

	<u>2016/17</u>	<u>2017/18</u>	<u>2018/19</u>
STF	18	16	22 (+6)
Man Han	14	16	18 (+2)
Equipment	23	19	10 (-9)

Other Categories 2018/19

Other – Burns – 17
 Hit by moving or flying objects – 10
 Hit by a fixed or stationary object – 4
 Injured by an animal – 2
 Other – 6
 RTC – 1
 Fall from height – 1
 Contact with electricity – 1
 Entrapment – 1
 Contact with a harmful substance – 1

5.1.2 Days Lost

- The main categories of days lost are as follows;

	Days Lost		
	2016/17	2017/18	2018/19
1. Slips, trips and falls	66	107	83 (-24)
2. Manual handling	156	49	121(+72)
3. Equipment	56	110	3 (-107)

- The total days lost is 207 on the above categories. This represents a decrease compared to the same period last year with 266. There is however an increase in days lost for Manual Handling (see recommendations). There were also 54 days lost as a result of a fall from height accident.

5.1.3 Pupils

	Minor/NFA	Significant	Major/Specified Injury	Totals
Total 2018/19	92	14	4	110
Total 2017/18	113	7	0	120
Total 2016/17	86	7	2	95
Total 2015/16	51	7	5	58

5.2 Number of Violent Incidents

5.2.1 From 1st April 2018 to 31st March 2019

Directorate	Verbal	Physical
Enterprise, Community and Resources	18	2
People	5	8

Directorate	Verbal	Physical
TOTAL 2018/19	23	10
TOTAL 2017/18	35	11
TOTAL 2016/17	25	6

The physical violent incidents were across various services for the last 12 months with the Positive Behaviour Support Service suffering 3 of these.

The 23 verbal incidents included 6 within Waste Management and 11 across the HDL offices.

Violence at work, 2017/18

According to a recent HSE publication, the estimated number of violent incidents at work fluctuates on annually with no clear trend. The findings from the 2017/18 Crime Survey for England and Wales (CSEW) show that:

- The risk of being a victim of actual or threatened violence at work is similar to the last few years, with an estimated 1.5% of working adults being the victim of one or more violent incidents at work.
- 374,000 adults of working age in employment experienced violence at work, including threats and physical assault.
- There were an estimated 694,000 incidents of violence at work, comprising of 330,000 assaults and 364,000 threats. This compares to an estimated 642,000 incidents in 2016/17.
- The 2017/18 CSEW found that 1.4% of women and 1.5% of men were victims of violence at work once or more during the year prior to their interview.
- 54% of work-place violence offenders were strangers. Among the 46% of incidents where the offender was known, they were most likely to be clients, or a member of the public known through work.
- 59% of violence at work resulted in no physical injury. Of the remaining 41% of cases, minor bruising or a black eye accounted for the majority of the injuries recorded.

Two main measures of the extent of violence at work are presented - the number of victims and the number of incidents. The number of incidents of work related violence in 2017/18 was estimated at 694,000 with assaults accounting for 330,000 of these and 364,000 threats to victims.

The report concludes that the risk of work related violence in the workplaces of England and Wales in 2017/18 was 1.5%. Occupations in health and health and social care have a higher than average risk.

5.2.2 Schools

From 1st April 2018 to 31st March 2019 – 40 physical incidents

Schools	Verbal	Physical
TOTAL 2018/19	7	40
TOTAL 2017/18	4	28
TOTAL 2016/17	1	19

The majority of physical incidents involved multiple incidents involving the same pupils within Primary schools.

6. Risk Assessment Position Statements

Risk assessment position statements for both Directorates

Enterprise, Community & Resources		People							
		<i>Expect ed No. RAs</i>	<i>Actu al No. RAs up-to-date</i>	<i>%</i>	<i>Earliest Review</i>	<i>Expect ed No. RAs</i>	<i>Actu al No. RAs up-to-date</i>	<i>%</i>	<i>Earliest Review</i>
!	Home Working Risk Assessment	144	113	78.47	10/04/2019	32	22	68.75	09/04/2019
	Environmental/Fire Risk Assessment	71	34	47.89	01/05/2019	45	29	64.44	10/08/2019
	Fire Risk Assessment								
	Lone Working Risk Assessment	26	13	50	27/04/2019	33	4	12.12	26/06/2019

Manual Handling Risk Assessment	9	7	77.78	30/07/2019				
Occupational Risk Assessment	245	176	71.84	09/04/2019	33	14	42.42	30/07/2019
Ladder Checklist	12	9	75	10/08/2019				
General Risk Assessment	115	54	46.96	16/04/2019	93	64	68.82	26/04/2019
COSHH Risk Assessment	47	42	89.36	11/04/2019	54	16	29.63	15/08/2019
COSHH (Advanced) Risk Assessment	14	10	71.43	02/05/2019	3	2	66.67	09/04/2019
Transport in Depots Risk Assessment	2	1	50	30/08/2019				
Workstation Risk Assessment	698	577	82.66	09/04/2019	387	245	63.31	19/04/2019
Total	1383	1036	74.91	-	680	396	58.24	-

Completed Assessment Comparisons

Enterprise, Community & Resources – 2017/18 830 completed
 People – 2017/18 312 completed

Enterprise, Community & Resources – 2018/19 1036 completed
 People – 2018/19 396 completed

Lynn Pennington-Ramsden
Principal Health and Safety Advisor,
Risk and Emergency Planning
1st April 2019



REPORT TO: Corporate Policy & Performance Board

DATE: 4th June 2019

REPORTING OFFICER: Strategic Director – Enterprise, Community & Resources

PORTFOLIO: Resources

SUBJECT: Gender Pay Gap

WARDS: All

1.0 PURPOSE OF THE REPORT

To present Corporate Policy & Performance Board with the information and calculations for Halton Borough Council in relation to the Gender Pay Gap. This information was published on 29th March 2019 as a statutory requirement.

2.0 RECOMMENDATIONS: That

1. That the Policy & Performance Board note the content of the report;
2. That the Policy & Performance 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

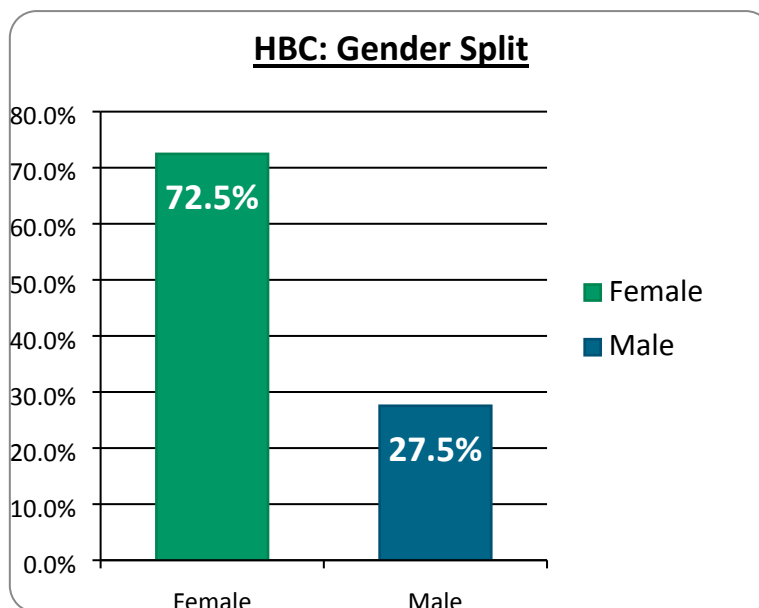
- 3.1 From April 2017, Gender pay reporting legislation requires all organisations that employ over 250 employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. The gender pay gap is defined as the difference in the average earnings 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 According to the Office for National Statistics (ONS), the gender pay gap for **median** gross hourly earnings in the UK fell from April 2017 to April 2018 to stand at 8.6% among full time employers, with the gap among all employees being provisionally higher (17.9%) which is driven by more women working in part time jobs (which are lower paid). *(The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest.)*
- 3.5 Nationally, the ONS report that the **mean** gender pay gap for 2017/18 fell from the previous year to 13.8%. However, when all workers, full and part-time, are included (as they are with the gender pay gap), the gap provisionally increases to 17.1% 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)*
- 3.6 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.
- 3.7 There are no plans to punish organisations that have a wide gender pay gap; however the government does expect that companies will seek to address pay differences between men and women.
- 3.8 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.
- 3.9 There are six calculations to carry out, and the results must be published on the employer's website and a government website.
- 3.10 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.

The Council's reported figures for 31 March 2018 are in Appendix 1. Context and further explanation of each reported figure is below.

- 3.11 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.

- 3.12 The calculations and narrative published on the Council's website is accessible here:
<https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/genderpaygap.pdf>
- 3.13 For ease of understanding, an infographic is also published on the Council's website at:
<https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Genderinfo.pdf>
- 3.14 For Halton Borough Council, as well as explaining any potential reasons for any gender pay gap, the narrative confirms the organisations protocols for ensuring equality of opportunity, and over time will identify any key elements for inclusion in a refreshed Organisational Development Strategy, for example through Management Training programmes, succession planning, or in looking at how the Council recruits and retains staff in general.
- 3.15 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.
- 3.16 In line with regulations, this report is based on a snapshot of the workforce on 31 March 2018.
- 3.17 The Gender pay gap information was produced from Council's iTrent HR system using the snapshot date 31st March 2018. 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 or no pay at snapshot date have also been excluded
- 3.18 A total number of 2342 contracts were covered by the Gender Pay Gap snapshot analysis, (an increase of 36 contracts compared to 31st March 2017). 1697 (72.5%) of these contracts were female over the 12 month period ending 31 March 2018, an increase of 89, and 645 (27.5%) were male, a decrease of 53.



Statutory Reporting Requirements

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

Hourly Rate

- 3.20 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 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.
- 3.21 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.
- 3.22 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.

- 3.23 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.
- 3.24 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.
- 3.25 The **mean** difference between male and female contracts showed that male employees were paid 14.4% more per hour than female employees. The male average wage comes to £13.89 per hour, compared to the female average wage of £12.14; this is a difference of £1.75 per hour.
- 3.26 The **median** difference between male and female contracts showed that male employees were paid 97p more per hour than female employees were. The median pay for male employees was £11.74 per hour, compared to female pay of £10.77 per hour. The median pay for all employees was £11.02 per hour.

Bonus Pay

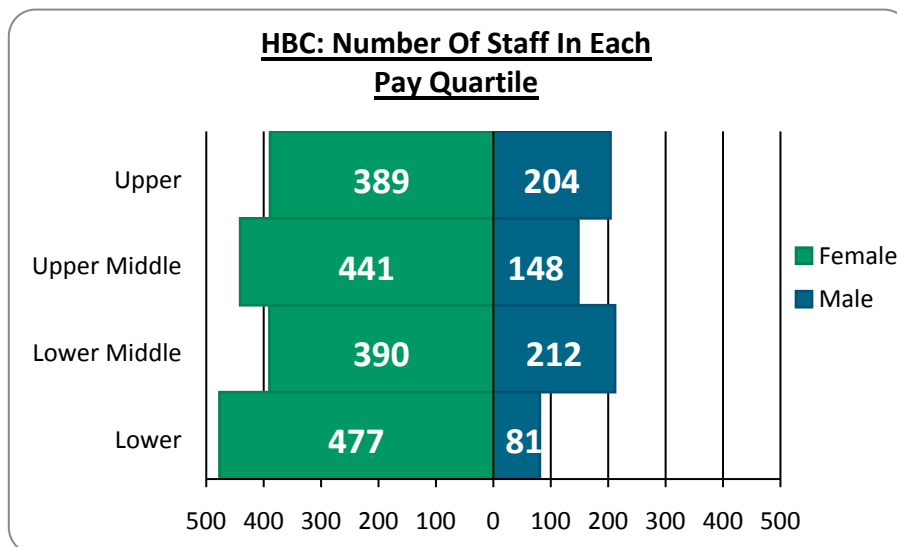
- 3.27 The Council ceased making bonus payments several years ago. There is a requirement to report bonus payments; however, this is a zero return in respect of both the mean and median averages.

Pay Quartiles

- 3.28 The organisation, as part of the reporting process, is required to show the proportion of males and females in each quartile.
- 3.29 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 quartile were then used to determine the gender percentage.

3.30 The pay quartiles for HBC employees are listed in the tables below:

Quartiles	Pay Split -hourly rate (to determine quartiles)		In Range (contracts)		% gender distribution across quartiles (vertical)		% gender distribution in each quartile (horizontal)		Difference in % of females in each quartile compared with HBC overall
	Start	End	Female	Male	Female	Male	Female	Male	
Upper Quartile Range	£ 89.81	£ 15.19	389	204	22.9%	31.6%	65.6%	34.4%	-6.9%
Upper Middle Quartile Range	£ 15.19	£ 10.95	441	148	26.0%	22.9%	74.9%	25.1%	2.4%
Lower Middle Quartile Range	£ 10.95	£ 8.69	390	212	23.0%	32.9%	64.8%	35.2%	-7.7%
Lower Quartile Range	£ 8.69	£ -	477	81	28.1%	12.6%	85.5%	14.5%	13.0%
Totals			1,697	645	100%	100%			



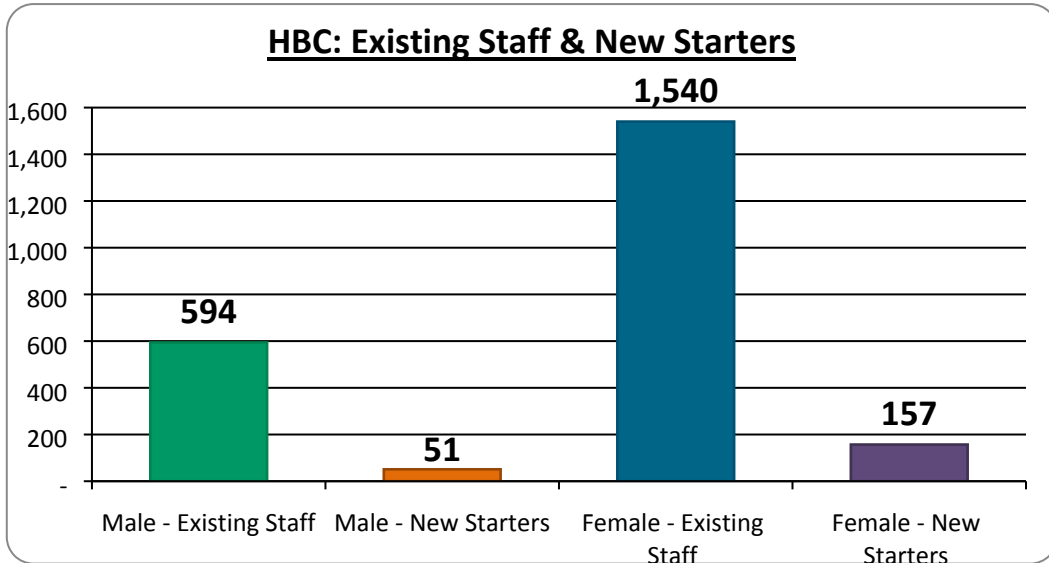
3.31 The Halton Borough Council workforce is predominantly female, made up of 72.5% female and 27.5% male, which explains why there is a higher percentage of females across all quartiles.

- 3.32 For there to be no gender pay gap, the percentage gender distribution within each quartile would need to match the percentage gender distribution of the makeup of the workforce; 72.5% female and 27.5% male.
- 3.33 The Upper Quartile (highest paid) contains the lowest percentage of the total female workforce at 22.9%, with 31.6% of the Upper Quartile being male, representing a gap of nearly 9%. This contrasts with the overall workforce figures of 72.5% female and 27.5% male.
- 3.34 The Lower Quartile (lowest paid) shows a higher percentage of the total female workforce at 28.1%, compared to 12.6% male. A difference of 15.5% 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, correlating with the UK economy as a whole.
- 3.35 The highest percentage of males (almost a third) fall into the Lower Middle Quartile range. This is an increase on the previous year, explained by the fact that full-time male employees on grade HBC3, predominantly in the Waste Management and Open Spaces Divisions, had a pay rate of £8.70 per hour in the reporting period, with the hourly rate at the bottom boundary of this quartile being £8.69. In addition, the number of part time staff (in the main females) has reduced across the Council.

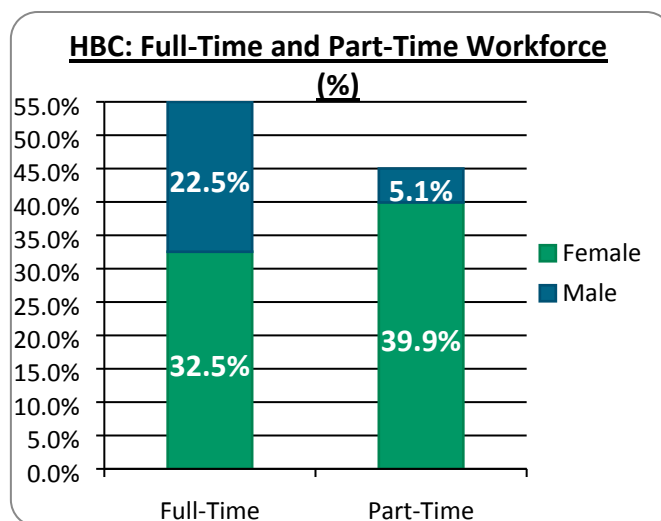
Additional Context

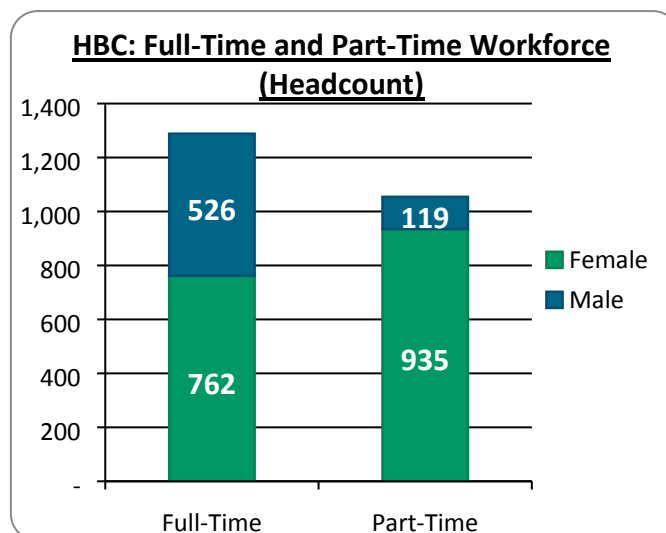
- 3.36 During the reporting period, two Adult Social Care establishments transferred into the Council under TUPE arrangements - Madeline McKenna Court Care Home in September 2017 and Millbrow Care Home in December 2017, the composition of this workforce being predominately female and lower paid. This has influenced the overall picture when compared to the last reporting year, as illustrated in the table and graph below, which outlines the total numbers of new staff joining.

Description	Male	Female
% of male / female new starters: April 2017 to March 2018	24.3% (51)	75.7% (157)



- 3.37 The top 5% of earners within the organisation are made up of 48 males and 68 females. However, on average males in the top 5% of earners have an hourly rate of £33.08, whilst females have an average hourly rate of £27.99.
- 3.38 This is a difference of £5.10, with males earning, on average 18.2% more an hour than females in the top 5% bracket.
- 3.39 Two new apprentices joined the organisation during this period and both were female.
- 3.40 Overall, just under half of the Council’s workforce is made up of part-time staff, 45% - this has reduced by 5.7% from the previous year. The majority (39.9%) of those working part time hours were female with 5.1% being male – this is illustrated in the two graphs below. 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 it pays men and women the same rate for the same or equivalent work. The Council's 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 reported in January 2018 that the whole economy Mean Gender Pay Gap is 17.1% whereas the Median Gender Pay Gap is 17.9%.

Furthermore, they reported in October 2018 that the gender pay gap for full-time employees is close to zero for those aged between 19 and 39 years and that from the age of 40 this widens. For all employees the gender pay gap widens after the age of 30 and this coincides with an increase in working part-time from this age.

When looking at the gender pay gap over time, all age groups have seen narrowing gaps since 1997, apart from those aged 60 and over.

- 4.7 Halton Borough Council is committed to the principles 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. Recruiting managers are encouraged to use assessment alongside interviews, which provides a more objective and reliable predictor of future performance than an interview alone. Throughout 2018, mandatory management assessments have been introduced for all management roles.
- 4.11 Halton Borough Council's Gender Pay Gap is broadly in line with that being reported by local authorities' to-date, certainly in terms of mean pay, but less so with median pay and in both areas below that of both the Public Sector average and national average as a whole, as demonstrated in the table below:

	Public Sector only 2017	Public Sector only provisionally 2018	Nationally (all sectors)	Halton Borough Council
Median Pay	19.5%	19%	17.9%	9.01%
Mean Pay	17.7%	17.5%	17.1%	14.4%

- 4.12 That said, it is still important for the organisation to look at what can be done to help to close this gap.
- 4.13 The Council's Organisational Development Strategy is being updated and may assist in a future reduction of the gap through the introduction of more intelligent succession planning.
- 4.14 Through the Organisational Development Service a programme of positive action is underway, which includes role related continuous professional development opportunities for all employees.
- 4.15 Within the Recruitment & Resourcing function, the intelligent targeting of advertising for available posts is being continually 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 ongoing push in secondary schools to engage more females in STEM related subjects.
- 4.16 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 was developed and implemented during this reporting period which has reinforced the Council's commitment to becoming an increasingly agile and flexible organisation. It is envisaged that this will help to contribute towards closing the gender pay gap through increasing diversity and flexibility in the workforce, although it's currently too early to access the policy's overall impact in this regard.
- 4.17 Halton Borough Council also provides enhanced benefits above the statutory entitlement, for example annual leave entitlement and sickness absence pay, in line with national Local Government terms and conditions.
- 4.18 The Council continues existing good practice to take a fair and consistent approach to pay and grading through robust job evaluation processes
- 4.19 The Council also ensures compliance with equalities legislation, being committed to treating everyone fairly, to challenging inequalities and to promoting equality of opportunity for all. The Council has held Disability Confident Accreditation since October 2016, when it replaced the 'two-ticks' scheme and are currently seeking a higher level of accreditation.
- 4.20 For full-time employees 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 Gender Pay Gap reporting can contribute to the Council’s Organisational Development Strategy, leading to Learning and Development which may serve to close the gender pay gap over the longer term.
- 5.4 The Council will 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 a new and refreshed Organisational Development Strategy 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 lower than the projected 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 needs to take reasonable measures to tackle any significant pay gaps that have been identified.

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 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.

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

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

Appendix 1

Statutory Calculation	31 March 2018	31 March 2017
Average gender pay gap as a mean average	14.4%	10.09%
Average gender pay gap as a median average	9.01%	0.48%
Average bonus gender pay gap as a mean average	N/A	N/A
Average bonus gender pay gap as a median average	N/A	N/A
Proportion of males receiving a bonus payment and proportion of females receiving a bonus payment	N/A	N/A

Proportion of males and females when divided into four groups ordered from lowest to highest pay (%)				
	31 March 2018		31 March 2017	
Quartile	Male	Female	Male	Female
Q1 (highest paid)	34.4	65.6	36.1	63.9
Q2	25.1	74.9	26.1	73.9
Q3	35.2	64.8	35.3	64.7
Q4 (lowest paid)	14.5	85.5	23.7	76.3

REPORT TO:	Corporate Services Policy and Performance Board
DATE:	4 th June 2019
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 the Policy and Performance Board with an update on Apprenticeships in Halton Borough Council. Reference has also been made to both the regional and national pictures.

2.0 RECOMMENDATION: That the Policy and Performance Board notes the information.

3.0 BACKGROUND

- 3.1 The Apprenticeship programme, in broad terms, is the outcome of The Richard Review of Apprenticeships, published in 2012. The review report made several recommendations for simplification of the apprenticeship system and enabling employers to drive apprenticeship programmes to meet business need.
- 3.2 The Government's key changes were around Standards replacing Frameworks and the introduction of the Apprenticeship Levy, from April 2017, which required employers with a wage bill of £3 million or more to pay 0.5% of their pay bill to invest in apprenticeship training. For Halton Council this equates to £259,696 per year (2018/19). Maintained schools in Halton pay a Levy of £111,174 per year (2018/19). The Council does not use the schools element of the levy to fund training for Council apprentices, it is accounted for separately.
- 3.3 An accompanying 3 million target for apprenticeship starts was also established. When applied across UK employers, this results in target of 2.3% of an organisations headcount. For the Council, in the financial year 2018/19 the 2.3% target equates to 87 apprentices.
- 3.4 An Apprenticeship is a job that combines work with training. Apprentices can be new or existing employees. Apprenticeships are open to people over the age of 16 and are available at a range of levels, from the GCSE equivalent Level 2 up to degree equivalent at Level's 6 and 7.

- 3.5 An apprenticeship must last for 12 months and the apprentice must spend at least 20% of their paid hours doing off-the-job training. This training has to be delivered by an authorised provider. The levy sum contributes to the cost of the apprenticeship training and assessment, but not their wages.
- 3.6 The national apprenticeship programme is intended to help address two important economic issues; firstly poor productivity in the UK compared with many of its international competitors and secondly, a significant fall in employer investment in training in recent decades.
- 3.7 The Department for Education (DfE) is the Government department accountable for the apprenticeship programme, including value for money.
- 3.8 The Education and Skills Funding Agency (ESFA) is responsible for apprenticeships policy and funding, and for overseeing the delivery of apprenticeships.
- 3.9 In response to the changes, the Council developed and implemented an Apprenticeship Policy. The policy provides a clear framework within which Council services can set up and manage apprenticeships.
- 3.10 Developing and delivering apprenticeships is challenging in the prevailing financial climate. Whilst the Apprenticeship Levy is available to be drawn down to fund training, no funding is provided to the Council to fund the salary of an apprentice, it must be sourced within existing budget.

4.0 POSITION STATEMENT

- 4.1 The development of apprenticeships under the new regime has been successful, with apprenticeship placements operating across a wide range of service areas. Summarised below are the key statistics outlining the Council's performance in the development and delivery of apprenticeships across Council services;
- 4.2 Number of Current Apprentices: **16** (12 male and 4 female)
- 4.3 Number of Apprenticeship starts since the Apprenticeship Levy regime began (April 2017): **67**
- 4.4 Number of new apprentices who have acquired a permanent position with the Council during the last 2 years: **15**. These positions are in the following service areas:

Administration Service, 1
Public Health, 1
Audit & Operational Finance, 1
ICT Services, 1
Waste Management, 6
Open Spaces, 2

Open Spaces – Cemeteries, 3

4.5 4 apprentices didn't complete their apprenticeship, or did complete and subsequently left the Authority.

4.6 Number of 'New' Apprentices currently in the process of being recruited to: **4**

Two of these positions are in the Logistics service (Plant Engineer & Heavy Goods Engineer) and will start in the coming weeks. Two are in Children's Services (Children Centres) and will be advertised in the coming weeks.

4.7 A number of Council services have expressed an interest in developing new apprenticeship placements in the near future. These include ICT, Administration Services, HR / Learning & Development / Payroll, Children's Services (Children in Care), and Environmental Health (Pest Control).

4.8 Development of apprenticeships within the Council's existing workforce (more commonly known as conversions) is being used to address skills development, succession planning, skills shortages, and recruitment issues in service areas where the local labour market does not readily provide the numbers of recruits to posts that the Council needs to meet service demand.

4.9 The Council is currently utilising the Levy to promote Continuous Professional Development (CPD) within the existing workforce, with 50 employees currently in apprenticeships. These range across a diversity of service areas and role types, as outlined below;

Business & Administration (Level 4) – 3 employees

Business & Administration (Level 3) – 4 employees

Customer Service (Level 3) - 1 employee

Lead Adult Care (Level 3) – 8 employees

Adult Care Worker (Level 2) – 18 employees

MBA Masters Degree (Level 7) – 2 employees

Children & Young People Workforce Early Years Educator (Level 3) – 2 employees

Catering & Professional Chef (Level 3) – 2 employees

Food Production (Level 2) - 8 employees

Care Leadership & Management General Adult Social Care (Level 5) – 2 employees

4.10 The Council's performance against the 2.3% target has developed well. In 2018/19, 65 apprenticeship starts were achieved (1.72%). Whilst this is below the government target, within the financial constraints that the Council faces, it is

a significant achievement.

- 4.11 Within the scope of the Apprenticeship Policy, the Council plans future development of its existing workforce via the Apprenticeship Levy, again across a diverse range of roles and service areas to meet growing service demand and to maintain a professional and qualified workforce;

Social Work Degree (Level 6) x 4

Health & Social Care (Level 2 Adult Care Workers) x 15

Children & Young People & Families Practitioner (Level 4) x 14

Business & Administration (Level 4) x 1

MBA Senior Leaders Master Degree (Level 7) x 10

- 4.12 An integral element of any apprenticeship funded qualification 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. Whilst this presents challenges, it is considered that the longer term return on investment outweighs the short term loss of productivity and this is well managed within the services where apprenticeship placements exist.

- 4.13 In order to utilise the Council's Learning & Development Budget more effectively, where existing employees seek to access Post Entry Training (PET), the growing availability of apprenticeship qualifications is explored. Where compliant levy funded qualifications are available and eligibility criteria are met, this route to employee development is used.

- 4.14 The Council is engaging with Apprenticeship Recognition schemes and awards. Riverside College recently selected a Council apprentice to receive their 2019 Apprentice Award for Catering, a Catering Supervisor working in the service to provide catering to Widnes Academy. In addition, the Council is encouraging entries to the National Apprenticeship Awards 2019.

5.0 SUB-REGIONAL UPDATE: LIVERPOOL CITY REGION

- 5.1 In order to promote the concept of apprenticeships, the Council works collaboratively within the Liverpool City Region (LCR) to develop publicity materials, such as the Apprenticeship Engagement Toolkit – 'Changing Perceptions'. Apprenticeship vacancies are now advertised on the newly established LCR apprenticeship website – 'BeMore', a one-stop web portal for apprenticeships, as well as utilising other social media platforms such as Facebook.

There has been a presence at various career events within the Borough of Halton to promote apprenticeships and advise people how opportunities are advertised and can be accessed.

- 5.2 Within the Liverpool City Region, Local Authority Apprenticeship Support has been commissioned to further develop and embed collaborative working. Work commissioned in 2017 considered the potential for future collaboration and has resulted in a number of initial recommendations being implemented – underpinned by additional brokerage support which has helped to facilitate greater efficiencies.

This has included:

- Providing technical knowledge and guidance
- Providing additional capacity to LAs, where required, in their work with schools to maximise the 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
- Engaging with the provider base to articulate demand and raise awareness of procurement opportunities
- Supporting the development of new apprenticeship standards

- 5.3 In addition to this the Heads of HR across the LCR 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.

- 5.4 There is an Apprenticeship Levy Leads Group in existence to support collaborative apprenticeship activity across the LCR, and to maximise performance against Public Sector apprenticeship targets and levy spend.

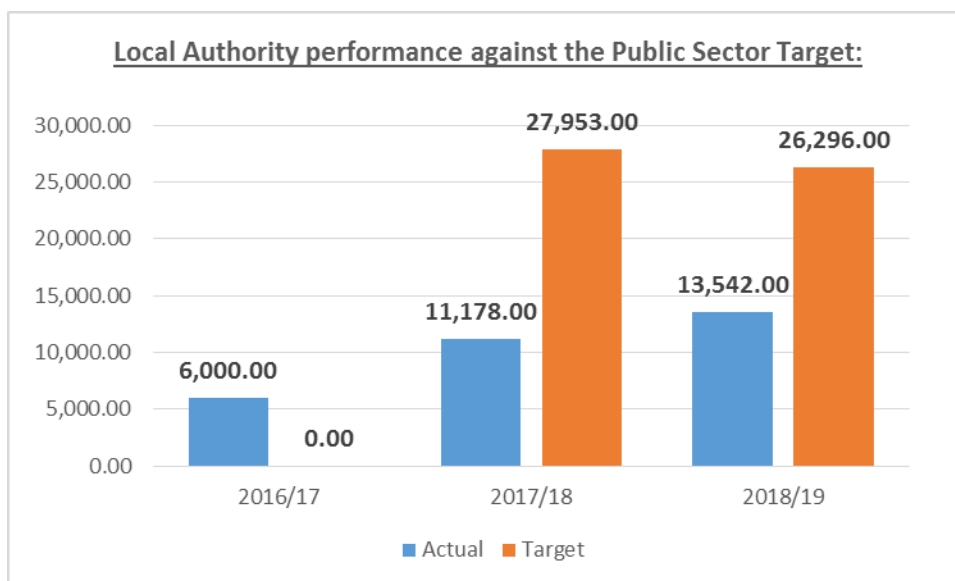
- 5.5 The collaborative work outlined above has proved successful and a proposal is currently being considered for the LCR Chief Executives to extend this additional support until the end of 2019.

6.0 THE NATIONAL PICTURE: LOCAL GOVERNMENT SURVEY (2019)

- 6.1 The national picture can be presented using the key findings of a recent survey of apprenticeships in the local government sector:

- Local Authority performance against the Public Sector Target is a major challenge, largely because salary payments for apprentices are funded from existing budget. This is illustrated in the graph showing

apprenticeship starts below.



- Only 24% of upper and single tier council`s expected to meet their Public Sector Target in the year 2018/19
- Based on data received Councils have spent just 12-15% of their total levy funds so far.
- 64% of council`s will lose levy funds by September 2019.
- On-going challenges include:
 - Improving candidate`s literacy levels
 - Not being able to use the levy for salaries
 - Complex system for Council`s to manage
 - Lengthy wait for standards and providers
 - Tight budgets in schools
- 73% of Councils who responded reported that schools had access to the whole levy pot and that the 2 main barriers were the 20% off the job requirement and lack of resources.
- There was a 64% survey response rate overall (North West: 65%).

7.0 APPRENTICESHIPS IN HALTON SCHOOLS

7.1 The development of apprenticeships in schools has proved particularly challenging for a range of reasons, the key ones being listed below;

- Lack of available teaching and learning standards for schools

based apprentices

- A new concept for schools – many have not delivered apprenticeships to their own workforce before
- Perception of apprenticeships as low quality training and inferior to Higher Education routes
- Lack of resources and shrinking budgets in the schools sector.
- A target that doesn't reflect capacity – lots of small Primary Schools are included, but cannot realistically develop an apprenticeship placement of their own
- 20% off-the-job training reduces resources day to day
- There exist many other pathways into teaching that are viewed as more cost effective for schools

7.2 To meet these challenges, the Council has worked to support schools and a designated Head Teacher has become part of Halton's project team which works to maximise the return on the apprenticeship levy. This has led to further engagement.

7.3 A variety of briefings and awareness sessions have taken place to engage schools in the apprenticeships agenda. These have been supported by the Local Government Association through a programme of non-chargeable support.

7.4 Best practice has emerged in the Greater Manchester sub-region around the establishment of apprenticeships in schools. Collaborative discussions are in progress to establish if learning from that area can be used to develop

7.5 apprenticeships in Halton and the LCR.

In a national context, based on an analysis of the 93 Councils that responded to a LGA data collection survey in Autumn 2018, apprenticeship starts in maintained schools was around 20% of the local government total, whereas the levy contribution from schools is around 30% of the local government total.

8.0 POLICY IMPLICATIONS

8.1 The Council's Apprenticeship Policy was last updated in April 2019 in light of new HMRC Regulations related to National Minimum Wage Rates, NJC Payscales & Allowances as well as taking into account continued guidance from key bodies, such as The National Apprenticeship Service, Local Government Association and the Education & Skills Funding Agency. It is kept under regular review.

8.2 After 2 years of operation the Government, via the National Apprenticeship Service, have recently been canvassing opinions regarding the Apprenticeship Levy, specifically what improvements can be made. An outcome is awaited.

- 8.3 Other reports and surveys, for example the National Audit Office: the Apprenticeship Report, (March 2019) have reviewed the progress made on apprenticeships since 2016. Amongst its key findings were that in 2017/18 levy paying employers used only 9% of the funds available to them to pay for new apprenticeships and that the Government is very unlikely to meet its target of 3 million apprenticeship starts by 2020.
- 8.4 The Council will continue to review policy decisions at a national level, and adapt local policy as appropriate.
- 8.5 Developing policy to reflect future Workforce requirements will influence the direction of apprenticeships within the Council. The LCR Apprenticeship Levy Group commissioned the Local Government Association to analyse key workforce data from 2018 and the key findings provide some considerations for the future utilisation of apprenticeships;
- Staff turnover at 8.3% was one of the lowest in the LCR.
 - Age Profile – more than 30% of the Council workforce is aged 55 or over and will be expected to retire at some stage in the next 10 – 12 years.
 - Vacancies – during 2018 there were 118 that could have been mapped to an Apprenticeship Standard, suggesting that there could possibly be a greater pipeline of Apprenticeship starts if the Council were to adopt an ‘Apprenticeship First’ approach to recruitment.
- 8.6 The above points highlight the range of factors that are relevant to the wider resourcing agenda, of which apprenticeships are one element. This provides opportunity for the organisation to consider talent and succession planning, the possibility of career grades linked to qualification attainment and/or career progression, and the introduction of schemes such as a Graduate Apprenticeship Scheme. Such considerations inform the Council’s regular review of its Organisational Development Strategy.
- 8.7 From May 2018 all levy paying organisations had the option to transfer up to 10% of their levy in order to fund an apprentice in another organisation, whether that be in the private or voluntary sectors and within their local area. Transfers were introduced to give levy-paying employers more flexibility in how they spend the apprenticeship service funds. Funds would be transferred monthly for the duration of the apprenticeship. Within the LCR this remains a point for discussion, however no transfers have taken place.
- 8.8 The transfer allowance was increased to 25% as from April 2019, this has not proved popular and actual transfers are low, nationally and regionally.

9.0 FINANCIAL IMPLICATIONS

- 9.1 Costs incurred to-date (April 2017 – March 2019) by the Council through the

Apprenticeship Levy is as follows:

Halton Borough Council (excluding Schools): £473,773

Government 10% top up: £47,377

Total £521,150

Total Levy spent as at March 2019: £57,140

Money in the levy account is live for 24 months, following which it is recovered by Government on a monthly basis. From August 2019 (providing no additional monies are spent) then we will begin to lose levy monies.

HBC Levy Account balance at the end of March 2019 (including LA Maintained Schools) and including the Government 10% top up amounts to £770.402

- 9.2 Halton Borough Council pays year 1 apprentices 75% of the bottom of the Council's grade HBC 3, (SCP 5), which from April 1st 2019 equates to £7.31 per hour.

In year 2 (12 months after their commencement) and subsequent years (if applicable) apprentices will be paid the National Minimum Wage appropriate to their age, unless 75% of SCP 5 is greater, in which case this rate will continue to be paid.

This ensures that the Council continues to pay above the National Apprenticeship Wage.

- 9.3 The Council currently allocates £200,000 per year from existing budget to pay 'new' apprentices wages. This is at a level consistent with employing 15 'new' apprentices at any one time.

10.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 10.1 The policy continues to support two corporate priorities, namely Employment, Learning and Skills in Halton and Environment and Regeneration in Halton.
- 10.2 As outlined above, Apprentices are employed across a broad range of service areas and therefore contribute to the delivery of all Council priorities.

11.0 RISK ANALYSIS

- 11.1 A number of risks exist to the effective engagement of apprenticeships within the Council, as well as restricted drawdown of levy funds. These are outlined below.
- 11.2 Limited resources to promote and manage apprenticeships within the organisation as a result of ongoing reductions in grant funding and reduced management capacity.
- 11.3 An agreed desire to provide 'meaningful' apprenticeship opportunities which

could potentially lead to employment within the organisation upon completion, rather than apprentices leaving at the end.

- 11.4 The lack of specialist school apprenticeships and training providers.
- 11.5 Limited internal employment market due to the Council possessing a relatively static and professionally qualified workforce.
- 11.6 When vacancies do arise within the Council certain posts do require a high level of experience, knowledge and qualifications which therefore do not lend themselves as a viable apprenticeship opportunity.
- 11.7 If levy spending remains constant, the Council will start to see levy recovered by government from August 2019, a risk that is more significant in relation to the schools element of the levy.

12.0 EQUALITY AND DIVERSITY ISSUES

- 12.1 Equality and diversity was considered in the formation of the Apprenticeship Policy in 2017, as well as in any subsequent updates. No new issues have been identified.



CORPORATE PPB ANNUAL REPORT

The Council continues to deal with the devastating cuts to funding imposed on it by this Conservative Government - to date over £60 million, a cut of 48 percent. To deal with this problem the council has had to make cuts to the number of people employed so I take this opportunity to thank our staff for their hard work in maintaining the services the people of Halton need.

This is assisted by the diligence and efficiency of the Finance Department who ensure we hit our Budgetary targets. And with the effective collection of Council Tax and Business rates provide the money to deliver the functions the Council has to provide.

Corporate PPB members with the assistance of our team of officers continues to scrutinise the services within its remit to ensure that value for money and efficiency are effectively delivered. So I would like to thank my lead officer Mark Reaney, my Deputy Chair Cllr Ged Philbin and Board members for their support.

We have scrutinised the I.T department to test the effectiveness of the service they provide the board was impressed by the range of services they provide to the community which is such that it has become much easier for residents to access the services they require. Also the realisation that Department sells its services to other Local Authorities bringing money in to support the Councils service delivery.

The Property Services Department ensures the effective use of the Council's buildings and properties which has led to savings and through the selling of land and properties has generated a further £1.9 million which helps to fund other services and developments. These developments include the maintenance and acquisition of Council Care homes within the Borough. The Department has overseen the successful completion of the refurbishment of Widnes Market roof improving insulation thereby reducing heat loss which has helped to contributed to a 7.6 percent reduction in carbon emissions.

The community development officers have by effective use of Area Forum monies brought in an extra £60.427 which has been achieved despite a reduction in staff adding to a cumulative spend of £274,000 all of which has gone to community projects.

Behind the scenes our officers provide the essential budget and performance statistics we need to perform effective oversight of the Councils operations which enables the PPB to carry out its work. We seek to provide a safe and secure environment for our staff to

work in. This is achieved by having a Health and Safety team dedicated to this task. Data is collected on hazards and accident incidents providing the PPB with the information needed to inform policy and instigate change which has led to a reduction in lost time accidents.

The corporate complaints team through its handling and investigation of public dissatisfaction with Council services ensures that we can establish any failings and take appropriate action to ensure our any mistakes or inefficiencies are dealt with properly and lead to service improvement.

The energy efficiency team contrives single handedly to reduce carbon emissions and reduce energy costs.

Finally I would like to thank my Lead Officer Mark Reaney for all the help and advice I have had from him this year and to my Deputy Chair Ged for his continued support. Members of the PPB have worked diligently in scrutinising the Council's activities and I would like them for their endeavours in helping to improve service provision.

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

MEMBERSHIP AND RESPONSIBILITIES

During 2018/19, the Board comprised of eleven Councillors – R. Gilligan (Chair), G Philbin (Vice Chair), J Abbott, H Howard, M Lloyd-Jones, C Loftus, A Lowe, A McInerney, N Plumpton-Walsh, Joe Roberts, and K 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 four times during the year. Set out below are

some of the main initiatives upon which it has worked during that time.

AMENDMENT TO COUNCIL TAX SECTION 13A DISCOUNT POLICY STATEMENT

The Board received two reports during the year proposing amendments to the Council Tax Section 13A Discount Policy Statement. The meeting in June received recommendations in connection with care leavers who were jointly and severally liable to pay council tax with one or more residents in a property who were not care leavers. The amendment was to ensure that non care leavers were not advantaged through the policy and the relief was only provided to eligible care leavers. Also, the meeting received a suggested amendment to enable the Council to provide discretionary council tax relief to care leavers regardless of which council had previously acted as their corporate parent. This would ensure that reciprocal arrangements could be provided for Halton care leavers who move to other Boroughs. These recommendations were sent to the Executive Board for consideration.

The November meeting received a further suggested amendment which related to foster carers, in a move to encourage new foster carers and help retain the existing cohort within the Borough. The proposal was to provide 100% council tax discount for all foster carers within the Borough who foster Halton children directly on behalf of the Council. The recommendation was provided to Executive Board.

APPRENTICES

A report was taken to the meeting in June to provide an update on the apprenticeship policy, apprenticeship levy and public sector target. It outlined:

- The current number of apprenticeships;
- The number of new apprenticeships since the introduction of the Government levy in April 2017;
- The development of the existing workforce through the use of apprenticeship levy to promote continuous professional development;
- The work commissioned in 2017 by the Liverpool City Region which resulted in a number of initial recommendations around additional brokerage support and details of key priorities identified;
- An outline of the regional and national picture and
- Halton's Apprenticeship Policy which was updated in 2017.

GENDER PAY GAP

At the June meeting, Members also considered a report which presented information and calculations for the Council in relation to the gender pay gap. From April 2017, gender pay reporting legislation required all organisations that employed over 250 employees to publish statutory calculations every year showing how large their pay gap was between their male and female employees. The gender pay gap was defined as the difference in the average earnings of men and women over a specified period, regardless of their role or seniority. Halton Borough Council's information had been published on 30 March 2018 and full details were outlined in the report.

DISCRETIONARY SUPPORT SCHEME

In September, the Board received a comprehensive report providing updates on the Discretionary Support Scheme (DSS), Discretionary Housing Payments (DHP) and Universal Credit (UC).

DSS was now in its sixth year of operation and during 2017/18, 863 awards were made totalling £175,317. Full details of funding and expenditure were outlined in the report. In respect of DHP, Members were advised that in 2017/18 grant funding of £406,692 was received and actual expenditure totalled £412,767 representing 1403 awards. The increase in the number of awards and total expenditure in 2017/18 compared to the previous year had been caused by the increasing number of residents becoming eligible for Universal Credit.

In addition, Members noted that Halton Job Centres had commenced the roll out of UC on 27 July 2016. The report provided details on the case load in Halton and the changes introduced by Government since the introduction.

ICT AND SUPPORT SERVICES – SERVICE UPDATE

A presentation was given to Members at the January meeting by the Operational Director, ICT and Support Services, giving an overview of the make-up of the department to highlight the number of service delivery teams and the breadth of services delivered by them. The ICT Department had reduced staffing by over half in the last 10 years but efficiencies delivered through effective use of technology and the dedication of those working within the specialist areas had allowed the Authority to change in line with its efficiency targets. The Department had taken the opportunity to offer similar innovative platforms to external organisations where appropriate, increasing

income levels and providing opportunity for growth. Commercial opportunities were also expected to expand through the development of school clients.

PROPERTY SERVICES

Also in January, Members considered a report providing an update on initiatives and actions delivered within the Property Services team during the previous 12 months, which included a list of items which would be prioritised over the next 12 months. The report also contained a section dealing with current issues regarding market arrears and developments.

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 2018/19

During 2018/19, the Board retained the expanded Topic Group which oversaw the operation of the Council's Discretionary Support Scheme and included scrutiny of Univeral Credit. The Board agreed that additional topic groups would be established when the need arose.

REPORT TO:	Corporate Policy and Performance Board
DATE:	4 th June 2019
REPORTING OFFICER:	Strategic Director – Enterprise Community & Resources
SUBJECT:	Topic Groups 2019/20
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 2019/20.

2.0 RECOMMENDATION: That Members indicate their preferences regarding Topic Group formation for 2019/20.

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 2018/19, 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:	4 th June 2019
REPORTING OFFICER:	Strategic Director Enterprise, Community & Resources
SUBJECT:	Performance Management Reports for Quarter 4 of 2018/19
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 fourth quarter period to 31st March 2019.
- 1.2 Key priorities for development or improvement in 2018-19 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.

- 1.3 Information concerning the implementation of high risk mitigation measures relevant to this Board is provided in Appendix 1

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the third 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 At the time at which Annual Business Plans are developed Directorate Risk Registers are also refreshed and updated. Progress concerning the implementation of any high risk mitigation measures which are relevant to the Board were reported at quarter 2.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Not applicable.

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

9.1 Not applicable

Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 4 – 01st January 2019 – 31st March 2019**

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 2018/19 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2018-19 were agreed by Elected 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 DWP statistics indicate that as at February 2019 there are 10,631 people within Halton claiming Universal Credit. The managed migration of people on legacy benefits over to Universal Credit is to be piloted in July this year with claimants in Harrogate. This will be followed at the end 2019 by the commencement of a national managed migration due to be completed in 2023. The DWP has given no indication of the scheduling in terms of areas and timing of the actual managed migration.

Audit, Procurement & Operational Finance

Insurance

- 2.3 The Council has recently completed a procurement process for a range of insurance policies. The outcome of the procurement has resulted in the Council achieving some reductions in premium, whilst also being able to reduce its level of self-insurance on its liability policy.

2.4 From 1 April 2019, the Council's new liability insurer is Protector Insurance, which is a Scandinavian company. It is a relatively new entrant to the UK public sector insurance market. The company's business in the UK has grown rapidly since 2015 and they now have over 60 UK local authority clients.

2.5 The other insurance policies placed as a result of the tender exercise are:

- Fidelity Guarantee & Crime
- Personal Accident & Business Travel (Inc. School Journey)
- Engineering Insurance & Inspection
- Medical Malpractice

All policies have been awarded for a period of three years with the option to extend for a further two years.

Direct Payments

2.6 The number of Social Care clients opting to receive a Direct Payment increased significantly again during 2018/19. Direct Payments offers Users greater flexibility, choice and independence in terms of how their assessed care needs are met. Direct Payment User numbers increased from 703 in April 2018 to 746 by 31st March 2019.

2.7 The Direct Payments team provide support for Direct Payment Users and carry out regular audits of Users' funds to provide assurance that monies are being managed appropriately and spent in line with each User's support plan. During 2018/19, the Direct Payments team recovered £707k from the audit process.

Revenues and Financial Management Division

2019/20 Budget & Council Tax Setting

2.8 The 2019/20 net budget of £108.6m was approved by Council on 06 March 2019. The net budget will be part-funded from an increase of 2.99% to Council Tax. The council tax to be generated for 2019/20 totals £49.6m and Halton's Band D council tax level of £1,419.08 continues to be the fourth lowest in the North West.

2018/19 Quarter 3 Spend Position

2.9 The Council net spend position for the period to 31 December 2018 was reported to Executive Board on 21 February 2019. Net expenditure was £3.1m over the profiled budget to date of £65.9m. Capital spending as at 31 December 2018 totalled £15.0m, which is 95% of planned capital spend of £15.7m at this stage.

Council Tax and Business Rates Collection Rate

2.10 Council tax collection rate for the year was 94.75%, an increase of 0.13% on this point last year. This is the first year-on-year increase to the collection rate since 2011/12, as in recent years there has been an adverse impact from the introduction of the council tax reduction scheme in April 2013.

2.11 Cash collected during the year (on behalf of the Council, Fire, Police and local preceptors) totalled £58.5m against an expected budget of £56.2. Cash collected includes growth to the council tax base and a further £1.9m collected from previous year's arrears.

- 2.12 The 2018/19 collection rate for business rates was 98.3%, an increase of 0.11% on this point last year. This is the fourth consecutive year in which the business rate collection rate has improved. Cash collected during the year (on behalf of the Council and Cheshire Fire) was £57.8m against an expected budget of £54.8m, this includes growth to the base and recovery against previous year's arrears.

Local Government Finance Consultations

- 2.13 The Council recently responded to two Government consultations covering the Fair Funding Review and Reform to Business Rate Retention. Responses were made both individually and through shared responses with the Liverpool City Region and SIGOMA (the Special Interest Group of Municipal Authorities). The outcome to these consultations and the Government's subsequent proposals regarding the local government funding regime, could have a significant bearing upon the Council's funding from April 2020 onwards.

Human Resources, Organisational Development, Policy, Performance and Efficiency

New NJC Pay Spines

- 2.14 Work has been completed to transition employees and schools to the new NJC pay spines, effective from 1st April 2020 and this has been achieved with minimum disruption to the Council's grading structure, the integrity of which remains as originally intended. The revised NJC pay spines have been worked into the Council's 2019/20 budget.

Apprenticeships

- 2.15 Work continues with operational areas to progress arrangements for new apprenticeships in the Council, with 15 having been established during the 2018 - 19. Taking into account new apprenticeships, and those for existing employees, at year-end, at 2.4% the Council has met its government target for the financial year to have 2.3% of the workforce in an apprenticeship placement

EU Settlement Scheme

- 2.16 In response to the planned, but now delayed, UK exit from the EU, the pilot EU settlement scheme that had been put in place by government during Q3 has now become mainstream. This enables any settled EU citizens working in the UK to obtain relevant legal residency status and eligibility to work following the exit. Numbers of employees within the Council falling into this category are nominal, however the service continues to engage with our agency worker provider to ensure that relevant legitimate status is in place for agency workers used in critical services – for example Adult Social Care.

Recruitment & Resourcing Update

- 2.17 During Quarter 4, backlogs of recruitment work as a result of resource constraints were cleared and a proactive approach to working with services to manage recruitment is now in place. A high volume recruitment exercise within the Adult Social Care area has been successfully undertaken in the period, with a further exercise in progress, and more planned. A multi-disciplinary approach to such exercises, using the expertise of HR, Marketing, Social Care and Customer Intelligence colleagues is proving to be an effective way to tap into the local labour market and attract new applicants to advertised roles.

Payroll Audit

- 2.18 An internal audit of payroll activity was concluded during Quarter 4 with a full level of assurance being concluded with no recommendations made on any of the areas scrutinised.

Schools Service Level Agreements

- 2.19 Annual traded service level agreements across the HR service areas were offered to Halton schools during Quarter 4. There has been a slight increase in sign-up, with two schools returning to purchase the service following a period of supply with external commercial organisations which demonstrates the continuation of a reliable and respected service offer by the Council.

Mindfulness Practice

- 2.20 Within the Organisational Development (OD) Service, Mindfulness is now becoming a cornerstone of the workplace wellbeing provisions. The Learning and Development (L&D) team have been embedding Mindfulness Practice within the Corporate Wellbeing offer giving employees the capacity to deal with and recover quickly from difficult situations. The offer consists of group sessions and 1:1 provision to ensure higher levels of resilience within the workforce.

E-Learning

- 2.21 E-learning remains an important element of the training offer with the development of more courses' and greater uptake. A comparison of completed e-learning modules from - 2017/18 (268) and 2018/19 (1192) represents an increase in e-learning take up of 445%, demonstrating a more efficient and flexible way of learning within the workplace.

ILM 3 in Leadership & Management

- 2.22 10 employees successfully attaining the ILM 3 in Leadership & Management qualification, building middle management skills within the organisation. The Council's training provision has recently been inspected by the ILM External Verifier and once again received very positive feedback, citing "meticulous processes in place, clear evidence of a focus on learner development, highly detailed feedback and support given to all learners".

Recruitment Personal Profile Analysis (PPA)

- 2.23 The OD service continues to work with managers in a range of areas to design Recruitment Personal Profile Analysis (PPA), with profiling undertaken to support recruitment to a range of posts recruited to during the latter part of the year. PPA is also being utilised within operational teams to develop and strength professional interaction.

ICT Infrastructure

OLM Eclipse Upgrade

- 2.24 Care First 6 is a Care Management System which holds records of the Council's Social Services clients, both adults and children's. It is an essential tool in the provision of social care and supports the protection of both vulnerable adults and vulnerable children and young people, it allows social care staff and key partner agencies to gather, retain and understand the needs of individuals and families.
- 2.25 As the Care First 6 product has been utilised for such a long time, it has become outdated and there are now more efficient and effective products on the market. Crucially, it will not be long until the suppliers of Care First 6, OLM Systems Ltd, will cease to support the product and update it.

- 2.26 As a consequence Officers from all interested services (Children's and Adults Services and IT) have, over recent months, carried out a review of the available software on the market that could potentially replace the Care First 6 product. This included a soft market test exercise and a review of the approach adopted by other local authorities.
- 2.27 Subsequently the Eclipse product from the existing supplier OLM was chosen the authority used the appropriate procurement framework to complete the purchase.
- 2.28 The project is now in the planning phase and the teams within ICT Services and the respective client teams will now formulate a project plan to initiate the change to and upgrades of the associated systems which it is anticipated will take 9 – 12 months to implement.

One Stop Shops – Contact Centre

- 2.29 The One Stop Shop staff continue to deliver council services through our location in Widnes and Runcorn and during 2018 - 19 handled 23,352 cases with average wait times at Halton Lea and Widnes within target.
- 2.30 The Contact Centre staff handled 21,252 calls during 2018/19. The average wait time for the third quarter was 5mins and 03 seconds. These calls resulted in 27,521 cases being logged relating to the customers enquiries.

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

- 2.31 The authorities' in house Cloud Services Delivery and Cloud Desktop upgrade continues to be successfully rolled out across all users with over 1,400 users now migrated into the new in-house cloud service. Approximately a further 400 users will be migrated from the existing MyDesk cloud systems and those using traditional laptop's will also be linked to the new MyApp's desktop – this project has enabled the cost of Laptop devices to reduce from over £1000 per unit to just over £350 per unit.

SharePoint 2019

- 2.32 The project has now started for the upgrade and development of the latest version of Halton's existing SharePoint Records Management deployment. This widely used and essential management solution has served the authority for over 10 years through its various iterations. The latest version will now enhance the user experience further with additional sets of functionality and the essential ability to link with Halton's own Cloud facilities and allow the associated technologies to enable and embrace Hybrid Cloud technologies as the authority moves towards Cloud based Microsoft Office M365 connectivity.

Exchange 2016 and Hybrid Cloud Services

- 2.33 in order to allow the authority to comply and merge with the new Microsoft Hybrid technology stacks that allow both services to be delivered through Halton's own data centre locations and enable links into the Microsoft cloud known as Azure. Email will be the only main stream product set that will be enabled through the Azure route for the time being with additional cloud based services reviewed over the next few years enabling a subset of HBC users who do not require a full desktop experience access to Office based technologies via the internet utilising secure access routes maintained within the Halton Cloud System.

Legal and Democracy

- 2.34 The Council's final submission has been made to the Boundary Commission regarding their electoral review which aims to recommend boundaries that will mean each Councillor will represent approximately the same number of voters. Further details can be accessed via <https://www.lgbce.org.uk/all-reviews/north-west/cheshire/halton>
- 2.35 A triennial review of Members' Allowance Scheme has now been completed and the recommendations of the Independent Remuneration Panel were accepted by the Council, and the revised arrangements were implemented in March 2019.

Community and Environment (Catering, Stadium and Registration Services)

Halton Stadium

- 2.36 The new playing pitch has now received its validation from FIFA which allow the continuation of professional Football being played at the stadium. Officers will now be seeking to engage with both Liverpool and Everton Ladies Football Teams with a view to resuming its relationships with both clubs and them making use of the stadium and its facilities for future fixtures.
- 2.37 The Halton Spartans American Football Team have signed up to use the facility to play 5 games this season and for their weekly training session. In addition Widnes Football Club and their Youth Academy will also continue to make use of the facilities and in addition a number of representative games have been planned for this year.

Karalius Suite

- 2.38 Work is now complete on the newly refurbished Karalius Suite which will enable the release of the Halton Suite to be used for staff accommodation with the resulting savings in ongoing costs to the Council.

Stadium Restructure

- 2.39 In light of existing demand and market trends the stadium fitness offering has been reformed and will see the delivery of a Ladies Gym with a capacity to cater for approximately 200 users alongside a prestigious table tennis facility.

School Meals

- 2.40 The School Meals Service has again received Hospitality Assured accreditation and this marks ongoing achievement by the service and its staff. Hospitality Assured is the quality standard created by the Institute of Hospitality specifically for customer facing businesses and allows organisations to monitor progress toward achieving customer service excellence and optimising organisational performance.

Property Services

Education Maintenance Programme

- 2.41 Works on the 2018/19 schools maintenance programme have progressed throughout the year with 13 of the 15 projects having been completed at a total cost of circa £825K. The final 2 projects will be completed in due course. The programme of work for 2019/20 has now been approved by Exec Board, this will be going to full Council for approval in due course.

Corporate Maintenance programme

- 2.42 Works on the 2018/19 corporate maintenance programme have been progressing throughout the year with the majority of projects now having been completed. The budget will be fully spent by year end.

Picow Farm Old Archive Unit Refurbishment

- 2.43 Following on from the reroofing of the old archive store at Picow Farm Depot which was completed in January, the unit has been undergoing a refurbishment to enhance storage facilities for Open Spaces and to improve traffic flow on site. The works are due to be completed in April 2019.

Mersey Gateway Handback Sites

- 2.44 Meetings and site visits have continued over the past few months with the Mersey Gateway Crossing Board and Merseylink in respect of all the temporary use areas that will ultimately be handed back once all works are completed.
- 2.45 The first 3 temporary use areas have now been handed back, all being in Widnes. Further sites are due to come back in April and work will continue in respect of these over the next few weeks. Merseylink are currently working towards June 19th as the date when all sites are due to be handed back.

Accommodation Moves

- 2.46 Throughout 2018 plans have been put in place to ensure we vacate Kingsway House by October 2019 when the lease expires, saving in the region of £300k revenue costs in the process. To facilitate this we completed the refurbishment of some of the 1st floor accommodation within Kingsway Learning Centre in 2018 to create 2 office bases and a large agile working area, the Revenue & Benefits staff having moved into the office space.
- 2.47 As previously indicated now works to the Karalius Suite at the Stadium are complete, works to convert the Halton Suite in to office accommodation will commence in April, following which, further works will be undertaken at the Stadium in order to create enough capacity to relocate the majority of the remaining staff from Kingsway House, to facilitate us vacating the building by Oct 2019.

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

Universal Support

- 3.2 At 31st March 2019 the Council ceased providing Universal Support for Universal Credit claimants. The DWP have commissioned the Citizens Advice Bureau (CAB) to deliver this service from 1st April 2019 and it is now known as "Help To Claim". This service provides support up to the first payment of Universal Credit and does not include any Personal Budgeting Support.

- 3.3 The CAB have received funding from the Government to deliver the “Help To Claim” service and they are currently introducing new procedures as part of their implementation process.

Revenues and Financial Management

Statement of Accounts

- 3.4 Work has begun on closing the accounts for 2018/19 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 2019.

Review of Local Government Finance

- 3.5 A new inquiry into local government finance will take place ahead of this year's public sector Spending Review. The Housing, Communities and Local Government Committee will explore how effective existing funding for local government is, in providing resources to meet need and demand for services. MHCLG are looking for Councils to provide input into the review, which the Council will do through a shared response with the Liverpool City Region.

Audit, Procurement and Operational Finance

Late Payment of Commercial Debts

- 3.6 The Late Payment of Commercial Debts Regulations allows creditors to claim interest, a fixed sum of compensation and, in some circumstances, the reasonable costs of collecting overdue commercial debts. The legislation, which cannot be applied to debts owed by individual’s e.g. Council Tax arrears etc., helps to deter late payment of debts and compensates creditors where late payment is received.
- 3.7 Work is currently underway to make the necessary system changes to allow the Council to make use of this facility. Under the new arrangements the Council will impose interest at a rate of 8% above base rate per annum in respect of overdue commercial debts that relate to goods and services. Additionally, fixed penalty compensation is recoverable depending on the level of the debt. .
- 3.8 In practice, the Council will notify commercial debtors that late payment will result in interest and a penalty being applied, when payment reminders are issued. Where a debt is paid late, the Council will then will issue a Late Payment Demand for the interest and penalty due.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Employment Legislation

- 3.9 No substantive legislative change has yet emerged from the Taylor Review of Employment Practices – reported to Government in July 2017 - however the Government published the ‘Good Work Plan’ in December 2018, which focuses on the key themes of employment status, treatment of agency workers, and enforcement of employment rights.
- 3.10 Having reviewed the plan, there do not appear to be any principles highlighted with which the Council does not already demonstrate compliance and this will be kept under review in light of any legislative changes that may emerge.

Gender Pay Gap

- 3.11 The Council met its legal obligation to report the Gender Pay Gap in March 2019. The outturns reflect the snapshot date of 31st March 2018 and were favourable by comparison and further information is available via <https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/genderpaygap.pdf>
- 3.12 The gender pay gap did increase on the previous reported year, largely because during the year to 31st March 2018 the Council TUPE transferred 2 care homes into its operations which added a number of lower paid female employees to the Council staffing establishment. This is being remedied to a degree through restructuring and harmonisation to Council pay grades / rates and terms and conditions, however will not influence the Gender Pay Gap measurement until the measure applied at 31st March 2020 is published (which will be in 2021).
- 3.13 Looking at sub-regional data, Halton currently has the highest percentage of female employees in the top two pay quartiles, and has the lowest percentage difference in median hourly pay rate.
- 3.14 It is important to note that Gender Pay Gap 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 continue to form part of ongoing Organisational Development activity, however the report largely reflects the demographic of the working population and is therefore not easily malleable.

Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery

- 3.15 Previous quarterly monitoring reports have indicated that final regulations and implementation guidelines in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations were awaited. Whilst no final regulations have in fact been published, the Treasury has launched a new consultation on a revised set of regulations aimed at capping Public Sector Exit payments.
- 3.16 The consultation runs until July 2019 and both national and regional local government representatives have already indicated a lack of clarity in the revised regulations, which appear to fail to reconcile the national policy intention of capping total payments with the legal entitlements already written into statutory pension fund regulations that take no account of, nor accommodate, any capping at this stage as it is anticipated that no workable set of regulations will emerge before the end of 2019 at the earliest.
- 3.17 Previously reported signs of increasing spend and overriding of regionally agreed pay rates for agency workers in some services remain. Increased usage of placements can be attributed to the plugging of gaps during periods of recruitment difficulty, as outlined in Key Developments above, as well as meeting increased service demand in areas such as social care. Increase in costs can be attributed to the growth in numbers, and also pay rate increases for lower graded posts linked to the NJC pay award 2018-20, as many social care unqualified posts are at the Council's grade 2 and 3 where pay awards were higher.
- 3.18 The law requires pay parity for agency workers, which increases placement cost. Project-based recruitment exercises are in progress to grow the staffing establishment and reduce agency usage in these areas.

ICT Infrastructure

Microsoft 365 / Licensing

- 3.19 With the release of Microsoft Office 2013, Microsoft expanded Office 365 to include new plans aimed at different types of businesses, along with new plans aimed at general Business and larger organisations such as ourselves.

- 3.20 Such arrangements mean that from 2020 unless organisations are using Office 365, or similar, Cloud Licence products access to the Microsoft Office suite of products and Skype for Business they will lose mainstream support and become unavailable.
- 3.21 Unfortunately almost every third party application requires access to some form of the Office Suites output in the means of MS Word or Excel and most systems integrate with the Outlook email clients for output and updates within business process held within the systems in question.
- 3.22 Halton operates just short of 600 servers and over 400 applications many of which are 3rd party purchased applications. Link this to the considerable training implication associated with any change from the Microsoft suite of products this could cause every employee or school child in the environment considerable issues.
- 3.23 There are alternative product sets available but all have their own issues and still associate themselves with considerable costs. Many of these suites are free to the general public but once held within the larger business environment become quite costly in terms of licensing and functionality.
- 3.24 The ICT teams have reviewed many of these options but the complexity of the business environment precludes all but a small number of options that again do not suit all requirements.

Licensing

- 3.25 Extensive negotiations have been underway navigating the minefield that is Microsoft licensing and defining and designing a software solution that will enable the authority and its schools to operate for a further 3 years under what is known as an Enterprise Agreement or EA. This Corporate EA has been negotiated and will be finalised early in the 2019/20 financial year.
- 3.26 The EA for the Schools has now been agreed and signed in partnership with St Helens MBC allowing the full use of the product suite for the next three years, the cost for which will be covered by a straight recharge back to the Halton Schools utilising this agreement. This Academic EA is heavily discounted and enables the authority to license all teachers and pupils within those schools which are party to the Service Level Agreement.

Legal and Democracy

- 3.27 As the Boundary Review enters its next phase, considerable support will continue to be required from staff throughout the department.
- 3.28 Preparations continue for the Local Election in May.
- 3.29 Legal support will continue to be necessary in respect of Mersey Gateway issues and other major projects.

Community and Environment (Catering, Stadium and Registration Services)

- 3.30 There are no issues to report this period.

Economy, Enterprise and Property (Property Services)

Property Services

Widnes Market

- 3.31 Following on from the restructure within the Economy, Enterprise and Property department the responsibility for the overall management of Widnes Market transferred to the Operations Division as of October 1st 2018. The recruitment of staff to the various posts has now been completed and revised protocols have now been drafted taking in to account the recommendations from a recent audit report. The updated Charging Policy and Protocols documents will ensure that there are fully up to date transparent working procedural documents in place which will help ensure that staff members and traders/tenants alike understand the consistent approach taken to both charging matters and Market procedural matters, which will be for the benefit of all.

Deregulation of Water Retail Market

- 3.32 Discussions are still 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. Halton has now provided the necessary information with regards our water consumption and fed this into the City Region's procurement group. The favoured option following a discussions is to undertaken 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.

Minimum Energy Efficiency Standards (MEES)

- 3.33 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 have now identified the properties that require EPC's and we are currently in the process of ensuring these are in place by the due date.

Emissions Reduction Pledge 2020

- 3.34 Following on from the publication of the Government's Clean Growth Strategy in October 2017 further guidance has been published in July 2018 in respect of the new voluntary target of 30% reduction in carbon emissions by 2020/21, based on a baseline year of 2009/10. The guidance also outlines the new 'Emissions Reduction Pledge 2020' which has been introduced, which local authorities as well as the wider public sector are encouraged to sign up to and report against the new targets. In the New Year we will be focussing on what measures need to be implemented to help us try and achieve the 30% reduction.

Climate Change Levy (CCL)

- 3.35 The carbon reduction commitment scheme (CRC) is coming to an end on 31st March 2019. The result of this is that the climate change levy (CCL) charge is being amended to compensate. The implications for Halton, as we had previously come out of the CRC, is that we will see an increase in charges as the CCL element of the bill is going up by 67% on the gas and 45% on the electricity. The increase in overall costs won't be significant however as in reality an average size primary school is likely to see a rise of circa £250 per annum.

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 2018 – 19 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures were reported to 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 Councils 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/pdfs/EandD/ObjectivesProgressReport.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 2019 – 22 Medium Term Financial Strategy to Executive Board - November 2018.	
FS 01b	Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - March 2019.	
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	

Ref	Milestones	Q4 Progress
FS 03a	Publish the Statement of Accounts following external Audit by 31st July 2018 .	
FS 04a	Establish Treasury Management Policy and report to Council - March 2018 .	
FS 04b	Provide monitoring reports to Executive Board on a bi-annual basis.	
FS 05a	Establish and report prudential indicators to Council - March 2018 .	
FS 05b	Provide monitoring reports to the Executive Board on a bi-annual basis.	

Supporting Commentary









The Medium Term Financial Strategy (MTFS) was reported to Executive Board on 15 November 2018. The financial forecast is regularly updated, including an update presented within the 2019/20 budget report.





The revenue budget, capital programme and 2019/20 council tax levels were approved by Council on 06 March 2019 and the Statement of Accounts approved by Business Efficiency Board on 25 July 2018 and the audit certificate published on Council's web-site on 23 August 2018.

The 2018/19 Treasury Management Policy was approved by Council on 07 March 2018 and Half- year monitoring report was presented to Executive Board on 15 November 2018 which was supported with an analysis of the economic outlook provided by Link Asset Services, the Council's treasury management advisors.

The 2018/19 prudential indicators were reported to Council on 07 March 2018 as part of Treasury Management Policy. A Half year report was presented to Executive Board on 15 November 2018. Prudential borrowing indicators are reviewed on a regular basis.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 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	Proportion of Council Tax that was due that was collected.	94.62%	94.50%	94.75%		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received.	98.21%	97.00%	98.32%		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 05	Average time for processing new claims (Housing & Council Tax Benefit).	18.79 (Days)	20 (Days)	16.90 (Days)		
FS LI 06	Average time for processing notifications of changes in circumstances.	5.3 (Days)	6 (Days)	Yes		

Supporting Commentary

2017/18 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 25 July 2018. In the 2017/18 Audit Findings report the Council's external auditor concluded that the risk in regard to the Council's financial position and sustainability was sufficiently mitigated and the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

The Council's external auditor commented in the 2017/18 Audit Findings report that it was satisfied that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources and concurred with management's assessment that the Council will continue for the foreseeable future and that the going concern basis was appropriate for the 2017/18 financial statements.







The collection of Council Tax has marginally increased by 0.13% when compared with the same point last year and there has been an increase of 0.11% in the collection of Business rates as referred to earlier in this report.

New claims processing times have improved when compared to this time last year, with a reduction of 1.89 days.

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 2018	
PPPE 01b	Review and refresh annual training calendar September 2018 .	
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2017, and March 2019 .	
PPPE 01d	Development of Management Development Programme September 2018	
PPPE 02a	Establish 10 new apprentice placements within the Council consistent with the requirements of legislation March 2019	

Ref	Milestones	Q4 Progress
PPPE 02b	Establish 10 new existing employee apprenticeships to enable up-skilling in a range of business areas compliant with the requirements of Apprenticeships legislation March 2019	
PPPE 03a	Monitor the impact of Attendance policy quarterly – support with financial and data analysis – June, September, December 18 and March 2019	
PPPE 03b	Demonstrate improved wellbeing, cost reduction and productivity enhancement over the financial year 2018 – 19, through a review of data and engagement with managers and employees March 2019 .	
PPPE 04a	Review analysis and consider most appropriate resourcing mix in collaboration with service management in areas of highest Agency usage September 2018	
PPPE 04b	Implement resourcing plans with service management in appropriate areas September 2018	
PPPE 04c	Ongoing monitoring of agency usage and spend April, September, December 2018, and March 2019 .	

Supporting Commentary



The Organisational Development Service is now enabling a focus on Organisational Development Need. Actions within the strategy are in scope of current activity, with additional initiatives now being brought forward for inclusion in the portfolio made available below to the organisation. The basis of a revised strategy is being constructed as the scope of the service grows. This will be brought forward in 2019/20.

Basis of a programme for senior leadership development is constructed and has been agreed by Management Team. Procurement process completed and applications have been received. Selection process in progress at year end point.

Regular monitoring is ongoing but the implementation of the new Attendance policy demonstrates a positive impact.

Regular dialogue with agency contract provider is ongoing. Quarterly business intelligence is analysed to keep track of deployment and financial performance in this area. Full financial year reporting demonstrates both usage and cost increase in this area. Refer to commentary in Emerging issues above, and KPI PPPE LI 02c/d below.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	10.28 (Days)	10	11.36		
PPPE LI02a	Total Full Time Equivalent Staffing Establishment	3,470	For info only	3,299	For information only	For information only
PPPE LI02b	Total Staff (head count) (indicator for information only)	4,648		4,141		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	685 Placements	650	1411		
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	£1,718,283 (Gross Cost)	£1.5m (Gross Cost)	£1,967,098 (Gross Cost)		
PPPE LI03	% of training delegates attending as proportion of places reserved	89.00%	90.00%	92.72%		
PPPE LI04	The percentage of top 5% of earners that are a) women b) from BME communities. c) with a disability	56.86% 2.53% 0.86%	50.00% 1.50% 8.00%	57.74% 2.53% 0.93%	 	
PPPE LI05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.45%	10.00%	1.33%		
PPPE LI06	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	1.01%		
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	69 (Days) (Q3 2017/18)	Baseline to be determined 18/19	57.4 (Days)	N/A	N/A
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.70%	TBC	4.74%	N/A	
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	10	20 (Government target is 55)	15		

Supporting Commentary

This outturn of working days lost due to sickness is below 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. Due to the implementation of the new Absence Management policy and procedures have resulted in more robust management reporting, which has produced an increase over previously recorded figures. This will be subject to ongoing review.

The year has seen an increase in the number of placements, with many being shorter in nature. Refer to commentary in Key developments above. There has also been an increase in the cost of agency placements, which links to the increase in placement numbers immediately above.

Positive outcome on two elements of the diversity indicators, with the target achieved and better performance than in 17/18. However recruitment in to top 5% of earners is very limited, and as such scope for significant change is low.










Target for employees with a disability is based on wider community profile. The indicator for BME staff remains static. Fluctuation may occur in year due to staff turnover, however forecasting this is difficult and recruitment practice remains focused on being open to all and the Council is a 'Disability Confident' employer.



The introduction of a new Applicant Tracking System (ATS) means that information concerning time to recruit will be more accurate than previously reported but means that comparison with previously reported data to be difficult. During the first year of meaningful measurement, a reduction has been seen and a further reduction is anticipated in 2019/20.

Whilst the number of new apprenticeship placements established falls below that government target, the Council is satisfied that the placements are in areas where skills deficits need to be addressed and that there is an intention to create sustainable longer-term job opportunities. The level of achievement is viewed as very positive in the current economic climate. The target set out in Objective PPPE 02 has also been surpassed.

ICT and Administrative Support Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2019 .	
ICT 01b	Further development of Cloud Services Platform - March 2019 .	
ICT 01c	SharePoint and Records Management enhancements - March 2019 .	
ICT 01d	Interactive Web Services Enhancement and further SharePoint Integration - March 2019 .	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2019 .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2019 .	
ICT 02b	Continuing workflow implementation - March 2019 .	
ICT 02c	Improvement and enhancement of all web based customer interfaces - March 2019 .	
ICT 02d	Continued development of document management and distribution services - March 2019 .	

Ref	Milestones	Q4 Progress
ICT 03a	Continual development of the I Want Admin Portal - March 2019.	
ICT 03b	Develop and enhance operational Records management Unit Services - March 2019.	















Supporting Commentary

Roll-out of the new desktop facilities are underway, with over 1,400 Virtual Desktop Users utilising the RDSH platform for desktop access – roll-out to continue over the coming months to cover all users.

Technical upgrades to the underlying server infrastructure for the Cloud Services Platform is planned in line with vendor software release to enhance functionality and the user experience.

The Records Management Unit is central to the development of the multitude of projects associated with data governance, digitisation of paper records and the development of many services such as centralised post and print – this focus will remain.




Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
ICT LI01	Average availability of Council servers.	99.07%	99.00%	99.5%		
ICT LI02	Average availability of the Council's WAN Infrastructure.	99.03%	99.00%	100%		
ICT LI03	School support SLA - % of calls responded to within agreed target					
	Priority 1	93.00%	85.00%	100%		
	Priority 2	94.00%	90.00%	99%		
	Priority 3	100.00%	95.00%	100%		
	Priority 4	100.00%	95.00%	100%		
ICT LI04	Average working days from delivery to completion of a new PC.	10 (Days)	10 (Days)	10 (Days)		

Supporting Commentary

All indicators have met their target for the year. In addition, as all new corporate and partner users are now automatically placed into the MyApp's solution rather than traditional "Fat" laptop's – the only Fat devices are now direct replacements for the small number of users with complex technical/application requirement yet to move over to the cloud systems towards the end of the project.

Legal & Democracy**Key Objectives / milestones**











Ref	Milestones	Q4 Progress
LD 01	Review constitution - May 2018 .	
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
LD 02b	To induct all new members by October 2018 .	

Supporting Commentary

The revised Constitution was approved at Annual Council in May and all Members are given the opportunity to have a MAP meeting but this remains a matter of personal choice.

All new Members went through the induction programme in Quarter 1 with the induction of further new members is being planned for at present and through the next financial year.

Key Performance Indicators


Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100%	91%		
LD LI03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	10 (Days)		
LD LI04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Days)	3 (Days)	3 (Days)		
LD LI05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

The very demanding target for the number of members having personal development plans has not quite been met but the indicator is dependent on the individual choice of Members.

Also the outturn figure for the percentage of members attending at least one training event is better than last year and whilst the target has not quite been met it is a matter of individual choice for Members.









Community & Environment**Key Objectives / milestones**

Ref	Milestones	Q4 Progress
CE 01a	Deliver a promotion and educational campaign (school lunches) - September 2018 and January 2019 .	

Supporting Commentary

An educational School Meals Campaign took place in September for the new pupils starting secondary school. Further visits are planned for the new term.





Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	78.20%	80%	76.26%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	71.88%	75%	84.14%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.36%	65%	59.61%		
CE LI 04	Take up of school lunches (%) – secondary schools.	61.22%	55%	74.68%		

Supporting Commentary

The take up of free school meals and lunches, although remaining positive during quarter 3, has failed to achieve annual targets in some instances. Performance is broadly in-line with the outturn from the previous financial year although there has been a slight drop in primary school meals.

Economy, Enterprise & Property**Key Objectives / milestones**

Ref	Milestones	Q4 Progress
EEP 06a	To complete the construction of Widnes Market roof	
EEP 06b	Complete the construction of Crow wood park pavilion	
EEP 06c	To complete the refurbishment of the Halton Suite and relocation of staff – March 2019	
EEP 06d	To complete the retender of the property services consultant services contract	







Supporting Commentary

Work has now started on site, however completion will not now be until late May early June so the Milestone will not be achieved. The delay has been due to a number of reasons but primarily associated with ground conditions necessitating a redesign of the foundations.

Work to the Halton Suite is now likely to start in April and be completed late June so the Milestone will not be achieved. This is as a result of the works to refurbish the Karalius Suite, which are now complete, taking longer than envisaged.

The procurement process has been completed, the successful consultant being Cassidy & Ashton who were appointed in November.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	16,043 tonnes CO ₂ e (Actual 16/17)	14,663 tonnes CO ₂ e (Target 18/19)	14,811 tonnes CO ₂ e (Actual 17/18)		
EEP LI 05	Occupancy of Widnes Market Hall.	83.0%	83%	84%		
EEP LI 06	Unit Costs – office accommodation (reported annually).	£1,153	£1,124	£1,054		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The actual figure for 2016/17 has therefore been amended to reflect the change to ensure the comparison to the 2017/18 figure is meaningful.

The overall emissions for 2016/17 amounted to 16,043 tonnes. The emissions for 2017/18 are 14,811 tonnes which equates to a 7.6% reduction. Energy consumption has risen slightly, however as the kw/h-CO2 conversion factor has been reduced due to the greater mix of renewable energy being generated the overall CO2 emissions have reduced.

The breakdown is as follows:-

- School Buildings 4894t, Corporate buildings 5252t,
- Unmetered supply 3045t,
- Fleet Transport 1277t
- Business Mileage 343t.
- Street Lighting had the largest annual reduction in the amount of 22%.

The target for 2018/19 has been set at 14,663 tonnes CO2e, a 1% reduction over 2017/18. The annual figure for this indicator is a year behind and therefore only reported in the following year.

Occupancy rates at the market have remained constant during the last couple of years

There has been a slight reduction in maintenance costs associated with the Council's four main office locations.




7.0 Financial Statements

The Council's 2018/19 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 2019.





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.