

Corporate Services - Priority Based Quarterly Performance Report

Reporting Period: **Quarter 3 – Period 1st October to 31st December 2012**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2012/13 for service areas within the remit of the Corporate Services Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2012-15 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Corporate Services Policy and Performance Board:
- Financial Services
 - Human Resources & Organisational Development
 - ICT Infrastructure
 - Legal and Democracy
 - Policy & Performance
 - Property Services
 - Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency.

- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-
- The Medium Term Financial Strategy (MTFS) was approved by Executive Board in November which set out an expected funding gap of up to £37M over the next 3 years (2013-16). The Council's 2013-14 base budget has been prepared within the framework of the MTFS.
 - On 19th December 2012 the Government announced the Local Government Finance Settlement, the first to be announced under the new Business Rates Retention Scheme, which provided details of the Provisional Grant Settlement for Halton for 2013/14 and indicative figures for 2014/15.

- Overall the settlement, inclusive of specific grants, was broadly in-line with that forecast as part of the MTF5. This will require budget savings to be achieved of £14.2m in 2013/14.
- On 29th November Executive Board recommended initial 2013/14 budget savings proposals of £6.04m which were approved by Council on 12th December. The budget proposals that were endorsed will be implemented immediately and will contribute to keeping spend within budget for the current financial year. Further budget saving proposals will be presented to Council on 06th March in order to deliver a balanced budget for 2013 -14.
- In November the Government published a policy statement on Business Rate Retention Scheme. The main change affecting Halton from that previously published was to confirm proportionate shares will be calculated over 2 years as opposed to 5 years. Given the significant planning developments that have occurred within the borough in the preceding 2 years this will have the negative impact of increasing the Council's business rate baseline figure.
- Following the publication by the DCLG of a national framework for Council Tax Exemptions on Unoccupied Properties the local discretionary elements of the scheme have now been approved by Members and will come into effect from 01st April 2013.
- During quarter 3 the Efficiency Programme Office has facilitated the drawing up of a proposed structure for the Policy & Strategy, Performance & Improvement and Communications & Marketing areas. This has been the subject of consultation with staff (which closed on 4th January) and the remaining stages of the workstream will be progressed with a view to implementing a revised structure for these business areas.
- A new workstream to review the Employment, Learning & Skills Division in the Children & Enterprise Directorate is now at the As-Is stage. A workstream to review the Intermediate Care aspects of Adult Social Care is also commencing and is currently at scoping stage.
- Consultations commenced with the trade unions on the budget proposals that have H.R. implications and a mid-point review was undertaken prior to Christmas which identified the final proposals to be agreed at the close of consultation in January 2013. At risk letters were prepared for employees returning in January and managers advised accordingly regarding the process to be followed.
- A series of Change Management courses have been delivered to elected members and new courses for staff and managers commenced in motivational and resilience training.

- Work continues with the transition of the Public Health to the Council with a series of meetings being held with staff and their representatives. This will be on-going until the date of formal transfer on 1st April 2013.
- A number of IT projects have continued during the period and these include.
 - The planned upgrade of school Service Level Agreements and new Cloud Services developments enabling pay as you go access to the latest Mac and Windows desktop solutions. This has the potential to increase revenue income for the Council and expressions of interest have been high.
 - The continued upgrading to Windows 7 and the deployment of Member ICT applications offering greater accessibility and flexibility.
- The Election and Communication teams were instrumental in leading a very well organised Cheshire – wide Police & Crime Commissioner election in November and Legal Services have also contributed to the development of the Police & Crime Panel which had its first full meeting in December.
- The Council continues to meet the standards set out in the North West Charter for Elected Member Development. The Council's submission was highly commended and following a verification visit had its portfolio approved.
- The recent Internal Communications Survey received a very positive response as compared to the previous survey with significant increases in the number of staff believing that there has been an improvement in internal communications (62% to 71%) those satisfied or very satisfied with the methods on internal communication (65% to 78%) and those that believe that the authority is open and honest in its communication (44% to 65%).
- Additionally results from the latest reader survey showed that 99% of Inside Halton readers were satisfied or more than satisfied with the magazine. The March edition of the magazine will feature an article on the survey which will focus on the comments and improvements suggested by readers.
- In relation to the Mersey Gateway Project the land acquisition programme continues to ensure the delivery of the required land, or necessary rights that the Project Company needs to allow construction to be completed. A significant number of affected businesses have now identified relocation premises and the team are working with them to ensure they have relocated and vacated their existing premises by April 2013.

- A number of policy issues have been taken forward during the quarter 3 period and these include.
 - The adoption of the Core Strategy Local Plan by full Council in December.
 - The Council's Single Equality Scheme, which ensures compliance with the Equality Act and Public Sector Equality Duty (PSED), being simplified and updated.
 - Protocols and processes for Community Right to Challenge being approved and piloted and Protocols for Assets of Community Value and the Halton Housing Strategy being prepared for presentation to Executive Board in Quarter 4.
 - The development of various policy documents including; a Joint Urgent Care Strategy between the Council and the Halton Clinical Commissioning Group; a Self-Harm Multi Agency Protocol; and a Resource Directory for Assessment and Care Management Services.
- In relation to Catering Services the Schools Meals Service has now engaged in a national framework agreement with TUCO (who purchase food for all UK Universities) and this arrangement has seen a significant reduction in food costs in the borough. However food prices remain volatile, in part due to recent high rainfalls, and this may drive up costs in the immediate future.
- There are presently a relatively high proportion of female Catering Supervisors and it is anticipated that changes to retirement legislation may result in an increase in the number of applications for flexible retirement arrangements within this area of operations.
- Alternative payment packages continue to be introduced for Stadium Fitness membership and these continue to prove popular as does the use of the Stadium i-Pitch with over a 100 Football and Rugby Teams now being registered to play through casual or block bookings.
- Stadium and Civic Catering have held a number of events during the quarter 3 period including a number of Christmas lunch and other events seeing over 3, 000 customers using the Stadium in December along with over 300 customers using the themed catering facilities at the Brindley on Bonfire Night.

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:-

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

- I. Council Tax Support replaces Council Tax Benefit from 1st April 2013. The new local scheme has received approval from Members and communication will commence in January 2013 with those claimants that will be affected by the transition to the new scheme.
- II. The proposed introduction of a Benefits Cap from 1st April 2013, which caps benefit claimant income at £500 per week for a couple or single parent and £350 per week for single adult households without children, has seen implementation delayed until September 2013. There are approximately 80 households in Halton that will be affected by these changes and further communication will take place around summer 2013 to assist them through changes to their benefit entitlements
- III. The Housing Benefits service has identified 2,500 households that will be affected by the introduction of a size criterion within the social rented sector restricting payments to those who under-occupy their homes. These changes have been communicated to those residents affected in order to advise them of the potential reduction in Housing Benefit from 1st April 2013.
- IV. Changes to current exemptions on unoccupied properties and the introduction of the Business Rates Retention Scheme will both impact upon the Council's future finances and will increase the collectable debt to the Council and this may have an adverse impact upon collection rates.
- V. An e-learning application to raise awareness of the Bribery Act 2010 is under development and is due to be rolled out in quarter 4. The application will develop the awareness and understanding of employees around bribery, its consequences and the Council's internal policies and procedures established to mitigate the risk of bribery.
- VI. Planning has begun for preparation of the 2012/13 final accounts and support continues to be provided on the financial aspects of the Mersey Gateway Project, the partnership with the Merseyside Disposal Authority for the procurement of waste treatment and disposal facilities and the resolution of equal pay claims.

- VII. Work continues for the introduction of Real Time Tax Information and pension's auto-enrolment which it is envisaged will be between April – June for the Council. It is expected this will involve changes to payroll process which will be accommodated by the introduction of iTrent which will be a major project for the HR team over the coming months.
- VIII. Processes and policies will need to be refined as the implementation and practical implications of Social Work reform become known and preparations continue to enable the Council to respond to changes in the criteria for Criminal Records Bureau (CRB) processes.
- IX. In relation to the provision of ICT / Administration services major work will be undertaken over the coming months to develop a purpose built centre to deal with Corporate Records Management and the integration of the in-house Print Unit.
- X. Additionally to facilitate the effective transition of the Public Health functions all relevant staff have now been connected to the Council e-mail and Lync telephony system with all data requirements now being documented and access solutions being developed.
- XI. The focus of the Elections Team will now move towards individual voter registration and the annual review of the Council's Constitution is now well underway.
- XII. Tenders for the provision of highway improvement and maintenance works in Halton and Warrington have been received from 5 organisations. The financial and quality aspects of these submissions are currently being evaluated with a view to awarding the Contract in early March 2013 and contract start on 01 June 2013.
- XIII. The Connecting Cheshire bid to bring a £40m investment in superfast broadband into Halton and Cheshire is gathering pace and procurement is expected to start shortly.
- XIV. The Department for Communities and Local Government (DCLG) have recently consulted on introducing legislation requiring local authorities to publish specific items of data in pursuit of the government's local accountability agenda. Whilst a Code of Recommended Practice on Data Transparency was published in 2011 the Secretary of State now wishes to strengthen government's ambition to place more power into people's hands by making regulations requiring authorities to publish data in a manner and form specified. The Strategic Director (Policy and Resources) is presently leading a small working group to establish the extent to which the authority complies with the existing Code and what the future resource and practical requirements may be should legislation be introduced.

- XV. The launch of universal credit pilots (in Tameside, Oldham, Wigan and Warrington) will begin in April 2013 to demonstrate how the new scheme will work. UC will be phased in over a period of four years to 2017. Between October 2013 and April 2014 new claimants will begin to receive UC and a further half a million existing claimants will also move to UC as and when their circumstances change significantly. The second phase will begin in April 2014.
- XVI. Additionally from April 2013 Community Care Grants and Crisis Loans for general living expenses (including rent in advance) will be abolished and replaced by a new local provision which will be administered by the Council.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2012/13 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks has been undertaken in Quarter 2 and will be undertaken in quarter 4. Progress against the application of the risk treatment measures in Quarters 2 is reported in each of the Departmental Quarterly Monitoring Reports.

One high risk identified for an area falling within the remit of this PPB, where progress is uncertain in respect of the Welfare Reform agenda and the impact this may have on the accessibility of families to school lunches if on low incomes. This will be reported on in quarter 4

All other high risk mitigation measures are being implemented as planned.

5.0 Progress Against High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.

As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate to quarter 3 2012 – 2013.

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.

Financial Services









Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board November 2012 and Council in March 2013	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2012 . Publish the Abstract of Accounts by 30th September 2012 .	

Supporting Commentary

The Medium Term Financial Strategy was reported to Executive Board on 29th November and the Abstract of Accounts was approved and published as planned.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
FSLI 05	Proportion of Council Tax that was due that was collected	97.11	96.00%+ (cumulative)	85.5		
FSLI 06	The percentage of Business Rates which should have been received during the year that were received	97.11	96.00%+ (cumulative)	84.83		
FSLI 08	Achieve investment returns for the year higher than benchmark.	1.40%	0.87%	1.93%		N/A
FSLI 10	Average time for processing new claims (Housing & C.Tax Benefit)	12.57	18	11.51		
FSLI 13	Number of residents accessing Welfare Rights Advice at a casework level.	New measure	1,100	852		N/A

Supporting Commentary

As compared to the same period last year the collection of Council Tax has marginally reduced by 0.2% whilst the collection of Business Rates has increased by 0.36% with annual targets for both measures remaining likely to be achieved. Additionally the use of payment by direct debit has increased by almost 2% to 71% and continues to show a positive trend.

The processing of claims has reduced by 1.3 days as compared to the same time last year. it is also anticipated that as a consequence of welfare reform the number of residents seeking welfare advice will continue to rise.

Human Resources & Organisational Learning and Development

Key Objectives / milestones





Ref	Milestones	Q3 Progress
HRLD O1	To further enhance the existing coaching programme - September 2012	
	Further develop the capacity for e-learning opportunities and undertake promotional activities December 2012	
	Promote and take forward the delivery of actions identified within the Corporate Peoples Plan March 2013	
HRLD O2	Further develop the HR Self-serve portal - September 2012	

Supporting Commentary

Accreditation for the delivery of coaching skills has successfully been achieved and this now forms part of the ILM programme. Additionally there are currently 23 e-learning modules available for employees and the Organisational Staff Development Group continue to oversee the delivery of the Corporate People's Plan.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate)	9.03	8.5	6.61		
HRLD LI 7	The percentage of top 5% of earners that are					
	a) women	58.27	50.00	56.59		
	b) From BME communities.	2.73	1.0	2.88		
	c) With a disability	0.61	5.0	0.65		

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
HRLD LI 8	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	2.21	7.50	1.4		
HRLD LI 9	Minority Ethnic community staff as % of total workforce.	0.89	1.0	0.90		






Supporting Commentary

The number of working days lost due to sickness is marginally higher when compared to the same period last year (6.54 days) whilst the top 5% of earners who are women is slightly lower.

Whilst the authority's recruitment processes are designed to ensure equality of opportunity it remains unlikely that the ambitious annual targets in relation to disabled staff can be achieved.

ICT Infrastructure

Key Objectives / milestones











Ref	Milestones	Q3 Progress
ICT O1	Upgrade of the virtualization platform to version V6 – December 2012	
	Development of Cloud Application Distribution Platform - February 2013	
	Site to site dual Backup system - September 2012	
	Schools Cloud Services Trial and the development of a future primary trial site - September 2012	
	Interactive Web Services and SharePoint Integration – June 2012	

Supporting Commentary

All key objectives have or are being progressed as planned. The development of the Cloud platform is now at the testing stage and the Schools trial is now complete at Secondary with a Primary School pilot now being underway.

In relation to other service objectives there has been some slight slippage in relation to the Corporate Wireless upgrade and the Lync enhancement and Contact Centre integration but both of these projects are being progressed with further work being undertaken in quarter 4.

Key Performance Indicators



Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	100	99	99		
ITC LI 2	Average availability of the Councils WAN infrastructure (%).	100	99	99		
ITC LI 4	% Of all responsive repairs completed within 2 working days.	92	80	92		
ITC LI 6	Member Support: % of calls responded to within 1 working day	95	99	99		
ITC LI 8	Average working days from order to completion of a new PC	10	10	9		

Supporting Commentary

Whilst one measure is showing a slight deterioration as compared to the same period last year the difference is marginal and overall performance remains extremely positive with a number of measures almost at their ceiling of 100%.

Legal & Democracy











Key Objectives / milestones

Ref	Milestones	Q3 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation January 2013	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting March 2013 To induct all new members – by October 2012	

Supporting Commentary

Work continues as planned in relation to the renewal of accreditation which will occur during quarter 4. Additionally 45 MAP meetings have been held with Members to date with a further 4 still to be arranged.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
LDLI 01	No. Of Members with Personal Development Plans (51 Total)	51 (100%)	50 ¹ (100%)	46 (86%)		
LDLI 06	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	138	N/A	143		
LDLI 07	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	20	N/A	19		
LD LI 13	% of customers satisfied or very satisfied with the service of the internal print service.	100	80	100		
LDLI 15	% satisfaction with Inside Halton	98	87	99		

Supporting Commentary

46 of the 50 Members MAP meetings have now been held with 4 still remaining.



Attendance at meetings by members of the public remains as expected although the number of questions being asked is unlikely to achieve the annual target figure. As previously reported both of these measures are affected by a range of influences, including the nature of agenda items etc., and attendance at meetings is only one of the channels through which the public communicate with Officers and Members of the Council.

Satisfaction with internal print services remains at ceiling and results from our annual survey showed that 99% of Inside Halton readers were satisfied or more than satisfied with the magazine. The March edition of the magazine will feature an article on the survey which will focus on the comments and improvements suggested by readers.

¹ 5 Members have expressed a wish not to partake in this programme.

Policy & Performance

Key milestones

Ref	Milestones	Q3 Progress
PPT O1	Progress the Core Strategy to adoption October 2012 Revision of Adult and Social Care policies March 2013	
PPT O4	Monitor performance against the Sustainable Community Strategy targets 2011 – 16 and review delivery plans with partners June 2012 Respond as appropriate to the Munro Review of Child Protection to ensure that the Children and Enterprise Directorate have effective quality assurance and performance management frameworks in place by September 2012 . Support un-announced and announced statutory inspections in Children & Enterprise Directorate March 2013	  

Supporting commentary

The Core Strategy was adopted by Full Council in December and following a period of public consultation the representations have been forwarded to the Inspectors whose response is presently awaited.

Performance monitoring against the delivery of the Sustainable Community Strategy was undertaken as planned and work is now underway to undertake a review of existing targets in conjunction with the development of the suite of medium-term Directorate Plans for the coming financial year (2013 – 16).









The performance management framework for Halton Safeguarding Children Board (HSCB) has been redeveloped in response to the Munro Review and the new framework for Child Protection, introduced in May, was widely communicated to staff in order to ensure that the authority's response to inspection remains fit for purpose.

This framework remains in place until May 2013 when it is expected to be replaced with a multi-inspectorate framework which will give more focus on the interagency working and all services around vulnerable children. The Performance & Improvement Division are involved in all planning to ensure that when Ofsted are inspecting Halton, that all agencies are as prepared as they can be and that outcomes are positive for children and young people.

Upton All Saints Children's Centres was inspected during the quarter which was graded as 'good' and support was also provided to the Employment Learning and Skills Division achieving accreditation following the Matrix Assessment in December 2012 for e.g. the National Careers Service.

Catering and Stadium Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
CE O2	<p>Measure customer satisfaction with Stadium Community Services - January 2013.</p> <p>Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - March 2013.</p> <p>Formulate proposals for events linked to the Rugby World Cup 2013 - September 2012.</p>	<p></p> <p></p> <p></p>
CE O3	<p>School Lunches - Deliver a promotion and educational campaign - September 2012 and January 2013.</p> <p>Review and update the strategy and action plan to increase the uptake of free school meals - July 2012.</p> <p>Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - Sept 2012.</p>	<p></p> <p></p> <p></p>
CE O8	<p>Continue to implement annual sports bar specific action plan designed to improve profitability March 2013</p> <p>Continue to develop promotional strategy to attract a minimum of 18 large corporate events annually to the Stadium - March 2013.</p>	<p></p> <p></p>

Supporting Commentary

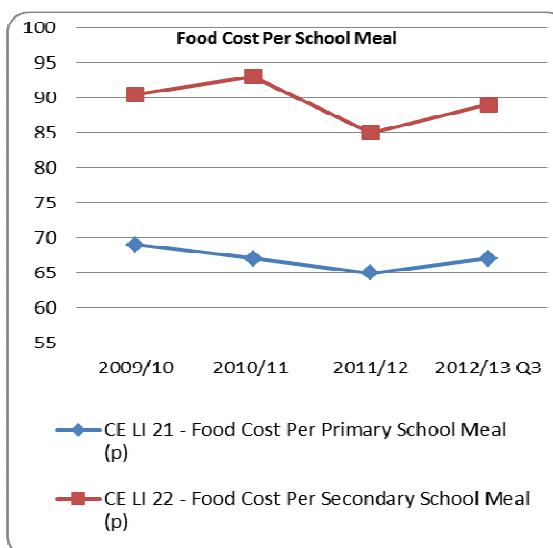
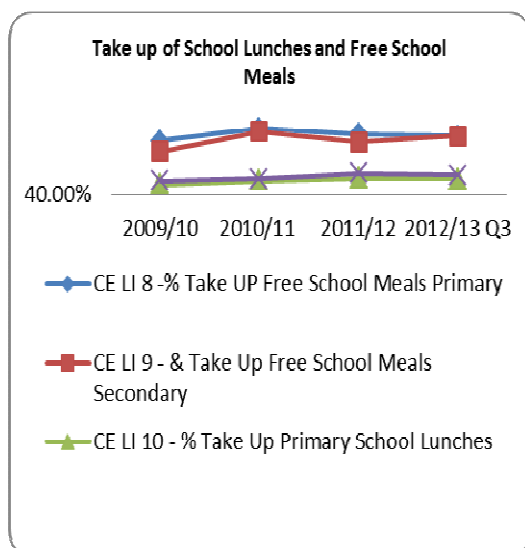
The customer satisfaction survey is on track to be completed as planned and the on-going promotion of off-peak opportunities has led to a number of organisations hosting high quality affordable events at the Stadium. A range of activities are being formulated in anticipation of the USA Team being based at the Stadium for the Rugby World Cup in 2013.





In relation to school lunches new menus have been developed and parents evening's arranged with the resulting positive effect upon the take up of free school meals. Additionally work with Public Health colleagues will result in School Catering staff providing support to the Healthy Eating Agenda.

A number of initiatives have been undertaken in the Sports Bar and a further review of progress is scheduled for Quarter 4. Additionally the Marquee Suite has proved to be very popular with private and corporate customers and in generating revenue.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
CELI 1	No. of meals served versus hourly input of labour (Previously SH1).	9.90	9.50	9.87	✓	↑
CELI 8	% Take up of free school meals to those who are eligible (Previously SH LI 8)					
	a) Primary Schools	77.71	82.00	76.61	✗	↓
CELI 9	b) Secondary Schools	72.81	72.50	76.80	✓	↑
	% Take up of school lunches (%) – (Previously NI52).					
CELI 10	a) Primary Schools	50.34	52.00	50.13	?	↑
CELI11	b) Secondary Schools	53.74	53.00	52.33	?	↑
CELI 21 / 22	Food cost per school meal (pence) - (Previously SH6a).					
	a) Primary Schools	65p	75p	67p	✓	↓
	b) Secondary Schools	85p	94p	89p	✓	↓



Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
CELI 2	Turnover of the Stadium (£m's) (Previously SH2).	2.10	2.45	1.79		
CELI 3	Council contribution to Stadium operating costs (£100K's) (Previously SH3).	13.4	10	5.2		







Supporting Commentary

The take-up of school meals, including free school meals, continues to show a largely positive trend and whilst cost per meal has increased slightly when compared to the same period last year they have been contained in spite of significant increases in food prices.

Additionally when compared to the same period last year there has been an increase in Stadium turnover and a decrease in the Council's contribution to operating costs with both measures likely to achieve their annual target.

Property Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
EEP O1	Market the Lakeside and Canal side development sites in July 2012 .	
	Review accommodation in light of budget decisions by July 2012 .	
	Identify further property to be considered for sales and implement asset disposals by March 2013 .	
	Commence the development of Moss bank Park by March 2013 .	
EEP O2	Maintain a comprehensive database of all commercial properties by March 2013 .	
	Facilitate the Mersey Gateway acquisition and business relocation programme by March 2013 .	

Supporting Commentary

Provisional agreement in place (with HCA support) for the disposal of phase 1 Lakeside to Keepmoat Homes. Full planning permission was secured by Keepmoat in December 2012. Asset Management finalising details of land disposal which has been delayed whilst Keepmoat address a perceived drainage connection issue.

Discussions are progressing with Plus Dane for the release of a second parcel of Lakeside for a mixed tenure development, as required by newly adopted Halton Core Strategy affordable housing policy. Pre-planning discussions will commence in January 2013, with submission of an application in April 2013.

Following the expiry of the renewed outline planning permission covering the entirety of Lakeside and Canalside, an assessment is being made of the cost, benefit and risks associated with submission of new outline planning application dealing with remaining parcels of Lakeside and Canalside.






An asset disposal report was approved by the Asset Management Working Group in December, following consultation with Ward members and the Member with Portfolio and a report will be submitted to Executive Board in March.

In regards to the development of Moss Bank Park a Developer has now been selected and the Development Agreement is on course to be completed in Jan 2013. Actual works on site are unlikely to be commenced by March 2013, but likely to be starting on site during financial year 2013/14.

The BIG Team continue to maintain a comprehensive database of all commercial property; that is development land, industrial and office space and retail units. A number of initiatives have been put in place over the last twelve months to improve the on-line provision of property searches.

The land acquisition programme continues to ensure the delivery of the required land, or necessary rights that the Project Company needs in order to construct the Mersey Gateway.

Key Performance Indicators

Ref	Measure	11 / 12 Actual	12 / 13 Target	Q3 Actual	Q3 Progress	Direction of travel
<u>PYS LI 01</u>	The % of Authority buildings open to the public which suitable and accessible to Disabled people (%).	86	86	86%		
<u>NI 185 / NI 194 Replacement</u>	New Greenhouse gas (GHG) emissions indicator.	Total 25,817t CO ₂ e 2010/11 figure	Total 25,559t CO ₂ e 2011/12 Target	Total 23,917t CO ₂ e 2011/12 Actual		N/A
<u>DIS LI 02</u>	The % occupancy of Widnes Market Hall.	85	90	92%		

Supporting Commentary

As reported previously the target for disabled access to buildings will remain at current levels for the foreseeable future due to both the nature of some buildings and current resource availability.

As reported previously work continues in relation to reducing emissions through for example the rationalisation of buildings, employee education initiatives and energy efficiency projects.

At the end of Q3 there were 14 of 184 stalls vacant within the market. Although businesses are still expressing interest in available space the on-going economic climate is resulting in many businesses facing increasing financial pressures and this may have an effect upon occupancy rates in the long-term.

7.0 Financial Summaries

FINANCE DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	7,239	5,329	5,140	189
Supplies & Services	578	370	367	3
Other Premises	130	82	51	31
Agency Related	1	0	0	0
Insurances	1,930	1,543	1,543	0
Charitable Relief	120	0	0	0
Concessionary Travel	2,347	1,565	1,564	1
Capital Financing	9	6	6	0
Council Tax Benefits	11,107	11,107	11,109	(2)
Rent Allowances	52,960	41,504	41,499	5
Non HRA Rebates	49	37	43	(6)
Total Expenditure	76,470	61,543	61,322	221
<u>Income</u>				
Fees & Charges	-57	-48	-92	44
SLA to Schools	-846	-776	-735	(41)
NNDR Administration Grant	-169	0	0	0
Hsg Ben Administration Grant	-1,283	-962	-963	1
Rent Allowances	-52,370	-39,262	-39,262	0
Council Tax Benefits Grant	-10,960	-8,127	-8,125	(2)
Reimbursements & Other Grants	-737	-431	-432	1
Liability Orders	-373	-279	-256	(23)
Non HRA Rent Rebates	-49	-36	-37	1
Transfer from Reserves	-276	-208	-208	0
Total Income	-67,120	-50,129	-50,110	(19)
Net Controllable Expenditure	9,350	11,414	11,212	202
<u>Recharges</u>				
Premises	500	375	380	(5)
Transport	68	51	51	0
Asset Charges	138	0	0	0
Central Support Service	3,710	2,783	2,783	0
Support Service Income	-7,808	-5,855	-5,855	0
Net Total Recharges	-3,392	-2,646	-2,641	(5)
Net Department Total	5,958	8,768	8,571	197

Comments on the above figures:

In overall terms spending is below the budget profile at the end of quarter three.

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Audit & Operational Finance and Revenues and Benefits Divisions. The vacant posts will act as contributions towards the Department's staff turnover savings target and some towards the 13/14 savings target.

Expenditure on other premises expenditure is lower than the budget profile which is mainly due to reduced utility costs in Halton Direct Links.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges.

At this stage it is anticipated that spend will be within budget at the end of the financial year.

HUMAN RESOURCES DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	1,761	1,376	1,316	60
Employee Training	294	87	86	1
Supplies & Services	283	150	153	(3)
	1	1	1	0
Total Expenditure	2,339	1,614	1,556	58
Income				
Fees & Charges	-23	-18	-85	67
School SLA's	-382	-382	-394	12
	-255	-255	-255	0
Transfers from Reserves				
Total Income	-660	-655	-734	79
Net Operational Expenditure	1,679	959	822	137
Recharges				
Premises Support	428	321	321	0
Transport Recharges	16	12	12	0
Central Support Recharges	776	582	582	0
Support Recharges Income	-2,921	-2,190	-2,190	0
Net Total Recharges	-1,701	-1,275	-1,275	0
Net Departmental Total	-22	-316	-453	137

Comments on the above figures:

In overall terms, spending is below the budget profile at the end of the three quarter.

Regarding expenditure, employee costs are lower than the budget, which is mainly due to vacant posts within Learning and Development and staff turnover within Human Resources. This reduction in expenditure will contribute towards the Department's 2012/13 staff turnover savings target. The vacant posts will also act as contributions towards the Department's 2013/14 savings proposals.

With regards to income, fees and charges are above budget which is due to charges made to Schools and Academies for the provision of additional HR support services.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

ICT AND SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget to Date £'000	Actual to Date £'000	Variance to Date (Overspend) £'000
Expenditure				
Employees	5,752	4,349	4,269	80
Supplies & Services	831	491	285	206
Computer Repairs & Software	437	328	327	1
Communications Costs	396	347	350	(3)
Other Premises	15	12	18	(6)
Other Transport	3	2	0	2
Capital Financing	135	106	105	1
Total Expenditure	7,569	5,635	5,354	281
Income				
Fees & Charges	-264	-203	-133	(70)
Reimbursements & Other Grants	0	0	-12	12
Internal Billing	-97	0	0	0
SLA to Schools	-205	-205	-187	(18)
	-187	-162	-162	0
Transfers from Reserves				
Total Income	-753	-570	-494	(76)
Net Controllable Expenditure	6,816	5,065	4,860	205
Recharges				
Premises	349	262	258	4
Transport	32	24	23	1
Asset Charges	1,447	0	0	0
Central Support Services	1,072	804	804	0
Support Service Income	-9,850	-7,385	-7,383	(2)
Net Total Recharges	-6,950	-6,295	-6,298	3
Net Department Total	-134	-1,230	-1,438	208

Comments on the above figures

In overall terms spending is below the budget profile at the end of quarter three.

With regards to expenditure, employee related expenditure is lower than the budget profile due to a number of vacancies which exist within the department.

Spend on supplies & services are also lower than the budget profile at the end of the quarter.

This is due to reduced expenditure on general equipment and furniture which is a result of the procurement policy introduced during 2011/12 whereby surplus furniture made available due to staff leaving the Council is re-allocated wherever possible before any new purchases are made. A saving proposal will be put forward from this budget in order to help fund the deficit for 2013/14.

With regards to income, fees & charges are currently lower than the budget profile which is due to the introduction of an additional income target for 2012/13.

At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

Capital Projects as at 31st December 2012

Capital Expenditure	2012/13 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,230	842	575	655
Net Expenditure	1,230	842	575	655

Comments on the above figures.

It is expected that the full capital allocation will be spent by the financial year end.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	2,077	1,581	1,476	105
Supplies & Services	413	318	311	7
Civic Catering & Functions	29	4	0	4
Legal Expenses	224	176	178	(2)
Capital Financing	31	23	16	7
Total Expenditure	2,774	2,102	1,981	121
Income				
Land Charges	-95	-71	-68	(3)
School SLA's	-47	-47	-66	19
License Income	-268	-201	-203	2
Print Unit Fee Income	-173	-126	-123	(3)
Other Income	-22	-17	-32	15
Transfers from Reserves	-137	-137	-137	0
Total Income	-742	-599	-629	30
Net Operational Expenditure	2,032	1,503	1,352	151
Recharges				
Premises Support	382	242	242	0
Transport Recharges	35	26	28	(2)
Asset Charges	2	0	0	0
Central Support Recharges	1,015	761	761	0
Support Recharges Income	-2,361	-1,770	-1,770	0
Net Total Recharges	-927	-741	-739	(2)
Net Departmental Total	1,105	762	613	149

Comments on the above figures:

In overall terms spending is below the budget profile at the end of quarter three.

With regards to expenditure employee costs are lower than the budget profile due to a number of vacant posts that exist within the Marketing & Communications Division. The in-year savings resulting from the vacant posts will act as contributions towards the Department's 2012/13 staff turnover savings target.

Significant legal costs have been incurred in respect of a complex and lengthy High Court child protection case.

It is hoped that these costs can be absorbed within the existing budget allocation. Spend in this area will continue to be monitored closely throughout the remainder of the financial year.

With regards to income other income is currently above the budget profile at the end of the quarter which is partly due to the income generated from Legal Fees, partly for charging for issuing duplicate electoral forms, and partly from the sale of advertising space in the In Touch magazine.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

POLICY, PLANNING & TRANSPORTATION DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	6,050	4,670	4,713	(43)
Other Premises	230	117	102	15
Hired & Contracted Services	1,697	827	821	6
Supplies & Services	369	153	149	4
Street Lighting	1,656	970	951	19
Highways Maintenance	2,160	1,188	1,177	11
Bridges	92	92	94	(2)
Fleet Transport	1,259	1,207	1,206	1
Lease Car Contracts	694	642	642	0
Bus Support – Halton Hopper Tickets	170	155	156	(1)
Bus Support	575	351	361	(10)
Out of Borough Transport	51	34	32	2
Finance Charges	407	486	486	0
Grants to Voluntary Organisations	75	75	75	0
NRA Levy	62	46	45	1
Mersey Gateway	5,176	3,051	3,051	0
Total Expenditure	20,723	14,064	14,061	3
Income				
Sales	-247	-256	-289	33
Planning Fees	-486	-260	-230	(30)
Building Control Fees	-182	-136	-115	(21)
Other Fees & Charges	-395	-323	-387	64
Rents	-8	-6	-6	0
Grants & Reimbursements	-3,634	-501	-496	(5)
School SLAs	-38	-38	-37	(1)
Recharge to Capital	-3,248	-2,345	-2,345	0
	-702	0	0	0
Contribution from Reserves				
Total Income	-8,940	-3,865	-3,905	40
Net Controllable Expenditure	11,783	10,199	10,156	43
Recharges				
Premises Support	832	486	496	(10)
Transport Recharges	518	425	407	18
Asset Charges	8,498	0	0	0
Central Support Recharges	3,007	2,256	2,256	0
Departmental Support Recharges	546	0	0	0
Support Recharges Income – Transport	-3,993	-3,313	-3,321	8
Support Recharges Income – Non Transport	-4,254	-1,937	-1,938	1
Net Total Recharges	5,154	-2,083	-2,100	17
Net Departmental Total	16,937	8,116	8,056	60

Comments on the above figures:

In overall terms revenue spending at the end of quarter 3 is below budget profile. This is due to a number of expenditure and income budget areas.

Staffing is above budget due to savings targets not being fully met within Bridge & Highway Maintenance, Logistics, and Policy & Strategy divisions. There are also efficiency savings targets within the Policy & Strategy division which will not be achieved until 2013/14 following the implementation of the Policy, Performance, Marketing & Communications workstream.

Other Premises is below budget to date mainly due to a lower than expected utility bills within Logistics Division.

Supplies & Services is below budget due to a combination of small variances to date across Logistics Policy & Strategy and Traffic, Risk & Emergency Planning divisions.

Fees & Charges income is above income target partly due to MOT fees performing better than anticipated at this point in time. The remaining variance relates to Traffic Management where there have been additional road closures, higher than expected number of defects and overstays by Statutory Undertakers. It is anticipated that this will not continue as Statutory Undertakers are taking action to improve their efficiency and standards of work to avoid incurring these charges and challenging/refusing to pay invoices. This has been evidenced recently by the fact that very few United Utilities reinstatements are now failing their inspection. This additional income will offset not being able to achieve savings originally anticipated from switching off street lighting. This is due to increased standing charges from the energy supplier as a result of the feed in tariffs.

At this stage it is anticipated that overall spend will be lower than the Departmental budget at the financial year-end.

POLICY, PLANNING & TRANSPORTATION

Capital Projects as at 31st December 2012

	2012/13 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Local Transport Plan				
Bridges & Highway Maintenance				
Bridge Assessment, Strengthening & Maintenance	5,245	4,023	4,356	889
Road Maintenance	1,578	1,180	1,420	158
Total Bridge & Highway Maintenance	6,823	5,203	5,776	1,047
Integrated Transport	838	416	250	588
Total Local Transport Plan	7,661	5,619	6,026	1,635
Halton Borough Council				
Early Land Acquisition Mersey Gateway	13,481	8,070	8,055	5,426
Development Costs Mersey Gateway	3,500	1,528	1,528	1,972
Street lighting – Structural Maintenance	200	160	94	106
Risk Management	167	120	99	68
Total Halton Borough Council	17,348	9,878	9,776	7,572
Grant Funded				
Surface Water Management Grant	172	0	0	172
Contaminated Land –Heath Road Allotments	48	2	9	39
Growth Points	380	380	380	0
Mid Mersey Local Sustainable Transport - Infrastructure	10	2	2	8
Total Grant Funded	610	384	391	219
S106 Funded				
Asda Runcorn	165	154	156	9
Evertie – Derby/Peelhouse	15	0	0	15
Norlands Lane	15	0	0	15
Total S106 Funded	195	154	156	39
Total Capital Programme	25,814	16,035	16,349	9,465

The LTP allocation includes a carry forward from 11/12 of £113,000 for Integrated Transport

Work is being undertaken with regards to the capital and revenue split for Mersey Gateway so the allocation above may change in the future.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 31st December 2012

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	11,457	8,625	8,977	(352)
Other Premises	1,200	858	720	138
Supplies & Services	1,377	1,078	842	236
Book Fund	245	169	156	13
Promotional	260	255	253	2
Other Hired Services	925	598	582	16
Food Provisions	861	589	518	71
School Meals Food	1,656	884	830	54
Transport	43	39	39	0
Other Agency Costs	121	88	65	23
Waste Disposal Contracts	5,113	2,414	2,364	50
Leisure Management Contract	1,493	870	886	(16)
Grants To Voluntary Organisations	72	63	64	(1)
Grant To Norton Priory	222	222	224	(2)
Rolling Projects	286	68	68	0
Transfers To Reserves	10	0	0	0
Capital Financing	59	9	8	1
Total Spending	25,400	16,829	16,596	233
<u>Income</u>				
Sales Income	-1,948	-1,402	-1,333	(69)
School Meals Sales	-2,173	-1,066	-1,129	63
Fees & Charges Income	-2,393	-1,787	-1,587	(200)
Rents Income	-178	-159	-124	(35)
Government Grant Income	-31	-38	-43	5
Reimbursements & Other Income	-476	-377	-392	15
Schools SLA Income	-2,037	-1,931	-1,969	38
Internal Fees Income	-123	-72	-37	(35)
School Meals Other Income	-369	-261	-279	18
Meals On Wheels	-193	-145	-154	9
Catering Fees	-226	-169	-64	(105)
Capital Salaries	-101	-75	-69	(6)
Transfers From Reserves	-298	-17	-17	0
Total Income	-10,546	-7,499	-7,197	(302)
Net Controllable Expenditure	14,854	9,330	9,399	(69)
<u>Recharges</u>				
Premises Support	1,329	832	833	(1)
Transport Recharges	2,343	1,848	1,852	(4)
Departmental Support Services	9	0	0	0
Central Support Services	2,757	2,080	2,079	1
Asset Charges	2,459	0	0	0
HBC Support Costs Income	-307	-307	-307	0
Net Total Recharges	8,590	4,453	4,457	(4)
Net Departmental Total	23,444	13,783	13,856	(73)

Comments on the above figures:

In overall terms the Net Operational budget is £73,000 over budget profile at the end of the third quarter of the financial year.

Staffing related expenditure is over budget profile by £372,000, although this is primarily due to the £ 513,000 savings target for premium pay, staff turnover and terms and conditions budget reductions. Agency staff is still being used to keep services running at full capacity in the Open Spaces and Waste Management Divisions with expenditure of over £252,000 so far. In Open Spaces this has been necessary to cover up to ten long term illnesses, but this is now diminishing. Waste Management have also had a number of long term illnesses and two of these will continue for at least the rest of this financial year. One recent return to work should reduce agency costs slightly for the remainder of the year. Most other employee costs are under budget profile across the department with exception of the Stadium Catering and Matchdays.

Other Premises costs and Supplies and Services are both currently under budget profile. Advertising and purchasing of dustbins remains low as does need for repair in school kitchens. Expenditure incurred on utilities and Rates is still lower than expected at this point of the year.

Expenditure on food provisions for both catering and school meals remain lower than anticipated though related sales for catering also remain low, so adversely affecting related income. Invoices for school meals appear slow to show up in the accounts though year end procedures should ensure the due amounts are recorded. Internal Catering Fees Income is also under budget profile due to the continuing trend of reduced internal orders for catering across the council as a whole. School Meals incomes continue to benefit from the recent price increase of school meals and school breaks are also expected to over achieve against target.

Fees & Charges income is still under achieving on its budget target across most divisions of the department, mainly due to an unachievable target on Open Spaces, suite hire at the Stadium and a fall in Trade waste within Waste Management partly due to companies going into administration.

Expenditure on waste disposal contracts continues to be under budget to date. Invoices continue to be received late for the Contracts and there have been favourable variances to the estimated costs. Therefore this budget is likely to be under profile for the rest of the year.

Rental income will be considerably reduced this current financial year due to Everton Football Club no longer using the Stadium. The annual effect of this will be in the region of £ 50,000.

Community & Environment

Capital Projects as at 31 December 2012

	2012/13 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Stadium Minor Works	30	18	18	12
Stadium Disability Works	25	12	12	13
Children's Playground Equipment	96	88	34	62
Landfill Tax Credit Schemes	340	20	20	320
Arley Drive (Upton)	72	20	6	66
The Glen	5	1	2	3
Crow Wood	12	0	0	12
Open Spaces Schemes	150	87	52	98
Runcorn Cemetery Extension	71	38	61	10
Installation of 5 Multi Use Games Areas	29	15	0	29
Dev of Facilities at RTH Park	73	73	75	(2)
Playground Runcorn Hill Park	48	43	44	4
Litter Bins	28	18	23	5
Cremators At Widnes Crematorium	350	0	0	350
Runcorn Busway Works For Gas Powered Buses	90	0	0	90
Castlefields Recycling Scheme	30	0	0	30
	1,449	433	347	1,102

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 31 DECEMBER 2012

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	4,493	3,546	3,606	(60)
Repairs & Maintenance	2,685	2,151	2,164	(13)
Energy & Water Costs	626	532	476	56
NNDR	854	813	763	50
Rents	683	624	647	(23)
Marketing Programme	98	27	27	0
Promotions	41	29	28	1
Supplies & Services	1,332	852	807	45
Agency Related Payments	90	33	33	0
Total Expenditure	10,902	8,607	8,551	56
Sales	0	0	0	0
Fees & Charges	-319	-283	-284	1
Rent - Markets	-806	-629	-609	(20)
Rent - Industrial	-613	-484	-447	(37)
Rent - Commercial	-1,099	-874	-784	(90)
Government Grant Income	-913	-791	-791	0
Transfer from Reserves	-45	-220	-220	0
Recharges to Capital	-754	-167	-118	(49)
Reimbursements & Other Grant Income	-662	-471	-471	0
Schools SLA Income	-684	-647	-629	(18)
Total Income	-5,895	-4,566	-4,353	(213)
NET OPERATIONAL BUDGET	5,007	4,041	4,198	(157)
Premises Support	1,518	1,151	1,151	0
Transport Support Costs	47	33	33	0
Central Support Service Costs	2,057	1,579	1,579	0
Asset Rental Support Costs	3,464	8	8	0
Repairs & Maintenance Recharge Income	-2,393	-1,795	-1,795	0
Accommodation Recharge Income	-3,344	-2,508	-2,508	0
Central Supp. Service Rech Income	-1,833	-1,416	-1,416	0
Total Recharges	-484	-2,948	-2,948	0
Net Expenditure	4,523	1,093	1,250	(157)

The expenditure for employees is above budget as staff savings targets are not being achieved. This is due to an insufficient level of staff turnover compared to staff vacancies across the Division and will be closely monitored throughout the financial year.

A recent reduction in the Repairs & Maintenance budget has resulted in an in-year overspend. This is only temporary and is restricted to the current financial year as a retendering exercise has been carried out (which will result in a reduction of planned maintenance expenditure) ensuring the budget is balanced in future years.

Energy and water costs are under budget as a result of improvements that are currently being implemented throughout the Council. Business rates are under budget due to the revaluation of various properties within the Council.




In order to ease budget pressures only necessary spending on supplies and services has occurred in year.

Rental Income (including Markets; Industrial Estates & Commercial) is currently showing a shortfall due to vacant unites across all three areas. Work is being carried out to promote these units and there is a possibility that activity levels will change as the financial year progresses. Budgets will be monitored closely throughout the year to make sure the financial impact is limited and action taken to balance the Directorate budget at year-end.

In overall terms it is anticipated that net expenditure will be above the overall departmental budget by year-end, primarily as a result of the shortfalls in income outlined above. Steps will therefore need to be taken where possible to reduce expenditure to offset the shortfalls in income.




8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

Progress	<u>Objective</u>	<u>Performance Indicator</u>
Green 	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber 	Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</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

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

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