

## Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 2 – Period 01<sup>st</sup> July to 30<sup>th</sup> September 2013**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2013/14 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2013-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
  - Human Resources & Organisational Development
  - ICT Infrastructure
  - Legal and Democracy
  - Policy & Performance
  - 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*

- Work is on-going on the implementation phase of the Council's Salary Sacrifice Scheme which will generate financial savings for the authority whilst allowing staff acquire a vehicle for an all-inclusive fixed monthly payment.
- A new fraud awareness e-learning module is now available to access through the Council's e-learning portal which provides general fraud awareness information for Elected Members and staff at all levels. This initiative will further embed the Council's counter-fraud culture and support the deterrence, prevention and detection of fraud related activity across the organisation.
- The Council's external auditor (Grant Thornton) has completed the audit of the Council's 2012/13 year-end accounts and have provided an unqualified audit opinion. They reported their findings to the Business Efficiency Board on 18<sup>th</sup>

September at which time the Board also approved for publication the Council's Statement of Accounts.

- Grant Thornton's report highlighted the Council's achievement in preparing working papers of a high standard and emphasised the excellent co-operation they received from the finance team. They also included a Value for Money conclusion in which they were satisfied that in all significant respects the Council put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. A copy of the full report is available [here](#).
- In support of the unqualified VFM conclusion for 2012/13, Grant Thornton reviewed if the Council has proper arrangements in place for securing financial resilience. The overall conclusion was the Council had in place arrangements that meet or exceed adequate standards including; A proven track record of keeping expenditure within budget; Systems & processes that are well established; and a structured approach to identifying and managing budget pressures.
- The Benefits Cap has now been implemented and 51 households in the Borough have had their Housing Benefit reduced from amounts ranging from £1 to £162 per week. Some of these households have applied for and received Discretionary Housing Payment to provide temporary help with their Housing Benefit reduction.
- Following a review of the Discretionary Support Scheme in September, Corporate Policy & Performance Board (PPB) agreed that the Scheme should be amended to include the provision of fuel and that with immediate effect, and rather than referring people to the Food Bank, food requests would be considered in the first instance. The provision of fuel will be offered once arrangements with Paypoint can be put in place to distribute any awards. A further progress report will be presented to Corporate PPB in April 2014.
- With regards to the on-going delivery of the Efficiency programme the As-Is phase of the review of Intermediate Care Services (Adult Social Care) is nearing completion and is due to be considered by the Efficiency Programme Board in November 2013.
- Wave 5 of the Programme was agreed by Management Team and the Efficiency Programme Board during July 2013. The first workstreams in that wave are now underway; these being the Review of Halton Supported Housing Network, Review of the Libraries Service and the Review of Learning & Achievement Services.

#### *Human Resources and Organisational Learning and Development*

- A new Managers Guide to Learning and Development has been produced which pulls together, for the first time, all management development activity into one easy to use booklet and also links to the Council's People Plan. In addition work continues to be undertaken to develop guidelines for managers and staff as the authority continues to introduce agile working practices.
- Briefings, which have been exceptionally well attended, have been held for Council Officers and school based staff on the requirements of the new Disclosure and Barring Service.

### *ICT and Administration Support Services*

- The CareFirst project has taken considerable resource during quarter 2 as ICT support staff worked with the Operational and Strategic Director to review the capabilities of the existing system. A decision has been taken to develop an in-house reporting system which allows for the interrogation of data and facilitates the production of essential statutory and operational reports.
- The project to replace over 165 MFD printers and to replace and upgrade print services machinery is now complete with the deployment of hardware underway with significant savings being achieved.
- The wireless upgrade project has now been completed and key remote sites, including Libraries and Community Centres, have been upgraded to provide considerably more secure wireless access.

### *Legal and Democratic Services*

- The development of a proposed Combined Authority for the Liverpool City Region and the proposed financial close of the Mersey Gateway project have both placed heavy demands upon the service and this will continue as these issues are progressed to completion.
- The latest issue of Inside Halton has been distributed to residents and includes a feature providing information on the progress of the Mersey Gateway Project in addition to a reader survey. As the contract for the design and production of the magazine is due to expire in December work is now underway to put in place new arrangements.
- Following work with colleagues from the Procurement and Print Teams the launch of the online design portal has dramatically reduced spend with external design and print suppliers.

### *Policy, Planning, and Transportation.*

- The Halton Strategic Partnership Board (HSPB) has developed a work programme of activities that seek to maximise the value of partner organisations collaborating together on issues of mutual interest such as property management, public consultation and enhanced partnership working.
- The new HSPB website has now been launched at <http://www.haltonpartnership.com> which provides a simpler user friendly interface which will minimise future maintenance costs.
- Superfast Broadband roll out under the Council's [Connecting Cheshire](#) project has commenced in Halton. The precise location of the new cabinets and fibre infrastructure will be announced in December 2013.

- The procedures for the Council's Community Right to Bid Policy (Assets of Community Value) has been produced and approved with the first live trial of the procedures underway. A Social Value Policy is now being drafted to meet the Council's duties under the [Public Services \(Social Value\) Act](#) and the legal requirement to demonstrate that we have considered Social Value as part of our pre-procurement progress.
- The annual cycle of Business Planning will soon commence and Members will be engaged through Policy & Performance Boards in considering issues for inclusion in the coming financial year.
- The Public Sector Equality Duty Independent Review, which can be found [here](#) was published during September 2013 and the recommendations put forward are being assessed to address any implications for Halton. Additionally Equality and Diversity Awareness training for Elected Members has been scheduled during quarter 3.
- The Hate Crime Reduction Strategy has been presented to, and agreed by, both the Safer Halton Policy & Performance Board (PPB) and the Specialist Strategic Partnership (SSP). It will now be presented to the Executive Board and Partnership Board

#### *Catering, Stadium and Registration Services*

- Widnes Vikings completed their second season back in Super League on a high point, winning their last three league games which meant they finished just outside the play offs in tenth place. It is vitally important next season that they do not finish in the bottom two, as relegation is reintroduced at the end of the 2014 playing season.
- Liverpool Ladies also finished their first season winning the Woman's Super League on the last day of the season with over 2,500 spectators attended the event. Everton Ladies have now agreed terms to play at The Stadium next year. This follows the successful 1<sup>st</sup> year of Liverpool Ladies playing and more recently agreeing to rent a room and train here.
- Over 650 pupils and staff from The Grange School in Runcorn held their annual sports day at the Stadium and hailed it as a complete success.
- The British Drum Corp Championships were held at the Stadium, over 20 competing bands and over 2,000 spectators used the Stadium for over 15 hours bringing a unique experience to Halton and a fantastic community event to all who attended.
- A number of events have taken place at the Stadium during the period including twilight walk in aid of Halton Haven, A Wedding Fayre and 10 Weddings and 30 Celebratory Parties.
- Numerous meetings and conferences have been held including:
  - Merseyside & South West CWU
  - National Citizen Service
  - Healthy Schools
  - Health Watch
  - Mersey Gateway meetings
  - N W Cheshire Big Change
  - Children's Trust and Health and Wellbeing
  - Liverpool PCT

- Halton Safeguarding Children
- NW Ambulance
- Urgent Care Consultation
- Cheshire East
- Capita Business
- Dental Network Group

- The New School Food Plan was published in July 2013 that encourages Headteachers to take a very active role in increasing the numbers of children having a school meal. This will be an excellent support for the school catering service in increasing the numbers.
- All pupils at infant schools in England are to get free school lunches from September 2014 and it is hoped that it will save parents about £400 a year per child. Deputy Prime Minister Mr Clegg said “Targeting infants would ensure every child gets the chance in life they deserve, teach healthy eating habits and boost attainment”. The school catering team are now looking at the logistics required to ensure each school kitchen is prepared and a review of additional catering equipment that will be required are now being undertaken.
- A trial is taking place in 3 schools Farnworth CE, Moorfield and St Martins with All pay which is a company that arranges the payment of school meals, uniform, school trips etc. by parents or guardians over the internet either by computer, mobile phone or Pay point. Whilst the trial has been a success there are a few issues with the software that need to be addressed before this service can be recommended for all schools. The major cost of the service is the transaction charges; however there is a significant saving in school office time. It may be proposed that there will be an SLA arrangement for this service.
- Since 1998 there is a comprehensive training programme for our catering staff. Courses include: - Professional Cookery, Nutrition, Food Hygiene, Health & Safety, Customer Care and Fire Marshalling. An awards evening was held in July to celebrate the success of the students and the hard work of the catering staff This evening also motivates the staff to continue to improve the quality of the service and provide tasty meals to as many children as possible, Schools are invited to provide nominations for various awards.

#### *Property Services*

- The Building Schools for the Future (BSF) projects at both Wade Deacon and The Grange are nearing practical completion this will be reached in early October at both sites, following which only some outstanding works to the playing field at Wade Deacon will remain.
- The demolition of the former Fairfield High school buildings are currently on site with works due to be completed by the end of November. The demolition of the former Grange Nursery, Infant and Junior school buildings has been delayed slightly as we are awaiting Section 77 approval prior to proceeding, as soon as this comes through works will commence on site.
- The dilapidation claims for Grosvenor House the Corporate Training Centre and 10 Turnstone have now all been agreed, only the claim for Midwood House remains outstanding, this should be finalised within the next couple of months.

- The proposed improvement works to Lowerhouse Lane Depot, following a Health & Safety Executive (HSE) visit, have now been approved by Executive Board and are planned to start on site in October 2013 with completion prior to the end of the financial year.

### 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:-

#### *Financial Management*

- I. A common set of Public Sector Internal Audit Standards (PSIAS) have been introduced for internal audit providers in the UK public sector. As a consequence the Internal Audit Team will undertake a self-assessment against the new standards and will prepare a report to the Business Efficiency Board in due course.
- II. Work to identify savings to fund the £15m budget deficit for 2014/15 is well under way. The Budget Working Group has met several times to discuss the first tranche of saving proposals and will shortly begin to review a second tranche of proposals.
- III. The migration of benefits claimants from Incapacity Benefit to Employment Support Allowance remains a major focus for the Welfare Advice Team and the new Personal Independence Payment is also starting to impact. The start of the new appeals process where Mandatory Reconsiderations are required for Department for Works and Pensions benefits from November 2013 is expected to further impact upon the team's workload and will potentially cause further delays within the welfare benefits system. Additionally these issues are continuing to have a negative and unavoidable impact upon response times within the Contact Centre.

#### *Human Resources and Organisational Development*

- IV. Consultations will commence during November with both staff and Trade Unions in relation to budget proposals that have HR implications and a Members Topic Group has been established to consider the implications of introducing a Living Wage within Halton.

#### *ICT and Administration Support Services*

- V. ITC related work will progress across a number of areas during the coming year including:
  - In line with the considerable developments within the Carefirst solution, a project to develop the electronic social care record will also be undertaken using SharePoint as the solution. This will be integrated with the CF6 system and form the base of all digital archival of the social care records that the authority is required to maintain. The new Records Management Unit within the administrative Support Service will work closely with the care teams to ensure the delivery of this new process.

- The Council is in the process of fundamentally redesigning and redeveloping the Council's website and the design is currently being tested in advance of key content can being included.
- Work continues to explore the potential of ICY based partnership working initiatives with a view to maximizing efficiencies and exploiting the potential for income generation.

#### *Property Services*

- VI. The restructure of the Operational Division has now been agreed and implemented. The changes come into effect on October 1<sup>st</sup> 2013 and will help deliver a £90,000 saving for 2014/15.
- VII. We have now started to look at income generation from our corporate building stock linked to the move to agile working which is having the effect of freeing up space. We are currently in discussions with other public sector partners with a view to them taking some space in Rutland House. This is an area that we will be increasingly focussing on in the future as there is an opportunity to generate a significant amount of income.
- VIII. Proposed changes have recently been announced by Government in respect of the Carbon Reduction Commitment, Energy Efficiency Scheme (CRC), which if implemented will mean that Halton will fall below the threshold required to be included in the scheme from April 2014. This will potentially save the Council the £154,000 which was the cost for 2011/12

#### **4.0 Risk Control Measures**

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements.

As such progress concerning the implementation of all high risk mitigation measures will be monitored in Quarter 2 and Quarter 4.

#### **5.0 Progress Against High Priority Equality Actions**

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.

As a result the Board will receive further information following the completion of the Annual Equality Assessment which will be undertaken during Quarter 3.

## 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	Q2 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board <b>November 2013</b> .	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by <b>30<sup>th</sup> June 2013</b> . Publish the Abstract of Accounts by <b>30<sup>th</sup> September 2013</b> .	

#### Supporting Commentary

The medium Term Financial Strategy remains on track to be reported as planned and the financial forecast is being regularly updated.

The Draft Abstract of Accounts was certified by the Chief Finance Officer on 28<sup>th</sup> June 2013 as planned. The Audit of the Statement of Accounts began on 01<sup>st</sup> July and at this stage publication remains as planned.

#### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 05	Proportion of Council Tax that was due that was collected.	97.11	96.00+	56.40		
FS LI 06	The percentage of Business Rates which should have been received during the year that were received.	97.13	96.00+	56.43		
FS LI 10	Average time for processing new claims (Housing & Council Tax Benefit).	11.78	18	14.67		



### Supporting Commentary



Although the Council Tax collection rate at the same point last year was 57.50%, the Quarter 2 figure represents a significant achievement considering the additional amounts billed as a result of the new Council Tax Reduction Scheme and changes to Empty Property discounts.

The collection of Business Rates has had some large new assessments and rateable value increases and in addition to a number of on-going rate avoidance schemes involving very large properties, has led to a slight drop in the overall collection rate. The collection rate at the same point last year, in comparison, was 58.84%. This impact on collections should decrease as the year progresses.

Despite the significant impact that the Welfare Reforms have had on the Revenues and Benefits Division, performance remains very high and well within target. Though slightly below the performance achieved as the same point last year (11.66 days), this remains one of the best performances in Merseyside and Greater Manchester.

## Human Resources & Organisational Learning and Development

### Key Objectives / milestones















Ref	Milestones	Q2 Progress
HRLD O1	To commence Real Time Tax information reporting to HMRC by <b>June 2013</b> . To further enhance the i-Trent system capabilities. <b>March 2014</b>	
HRLD O2	Promote and take forward the delivery of actions identified within the Corporate People's Plan. <b>March 2014</b> Monitor & review implementation of revised Employee Development Review (EDR) process. <b>December 2013</b>	

### Supporting Commentary

Real Time Tax information reporting has now commenced. The effects on those employees whose pay fluctuates, and who may also claim benefits, is being closely monitored to ensure that any negative impact upon individuals can as far as possible be minimised. Work is in-hand to further develop i-Trent with the provision of electronic payslips currently being explored.

The Learning and Development Team continue to work to ensure that learning and development opportunities are taken which support the objectives of the Council's People Plan. They are also continuing to monitor the EDR's to identify appropriate learning and development requests and opportunities for staff development.

### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness.	10.06	8.5	5.14		
ODHR LI 05	% of training delegates attending as a proportion of places reserved.	88	85	91		
ODHR LI 06	The percentage of top 5% of earners that are:					
	a) women	55.04	50	53.97		
	b) From BME communities.	2.91	1.0	2.73		
	c) With a disability	0.65	5.0	0.63		
ODHR LI 07	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.36	7.50	1.44		
ODHR LI 08	Minority Ethnic community staff as % of total workforce.	0.89	1.00	1.13		

#### Supporting Commentary



Although the number of working days lost to sickness figure is higher than the same quarter last year (4.35) the N.W Employers Organisation have reported a rise in sickness absence figures across other North West authorities and this will require careful monitoring going forward.

Compared to the same quarter last year, there has been a decrease in the percentage of women earners (55.56) and both the disability indicator (0.63) and the BME indicator have also decreased slightly (2.88) compared to the same period last year.

The percentage of the workforce declaring that they meet the Disability Discrimination Act has seen a slight increase in since Q2 last year (1.34). The indicator relating to the percentage of staff from the Minority Ethnic Community has also risen since Q2 2012/13, when the figure was 0.94%.

## ICT & Administrative Support

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
ICT O1	SharePoint and Records Management enhancement. <b>March 2014</b> Continued Social Care Systems Service Support Programme. <b>March 2014</b> Schools Cloud Services developments. <b>September 2013</b> Interactive Web Services and further SharePoint integration. <b>March 2014</b> Development of commercial ICT opportunity within desktop. Hosting and Disaster Recovery provision. <b>March 2014</b>	
ICT O2	Continued development of document management and distribution services. <b>March 2014</b>	
ICT O3	Deliver operational Records Management Unit services. <b>August 2013</b>	
ICT O4	Conduct and evaluate point of contact satisfaction survey for ICT & Support Services. <b>March 2014</b>	

### Supporting Commentary









The SharePoint and Records Management enhancement project continues to progress in line with planned deployment and is now also linked to the ESCR (Electronic Social Care Record) project. The continuing support programme of developments for the Social Care Systems Service to date has been completed and is in line with Children Services Requirements. A similar project to look at the needs of the Adult Services is now underway.

The delivery of the technology for the Schools Cloud Service is now complete. As the Schools Cloud Service is an on-going development, it will be reported against at each quarter point. The programme for interactive Web Services and the work to further integrate it in to SharePoint is currently in line with the planning process and a management board is now in place to manage the process and its requirement. Additionally developments of ICT commercial opportunities are continuing as expected, with opportunity in many areas being assessed and worked on.

Document Management and Distribution and Records management are now well progressed. A large part of the delivery is the deployment of the new Multifunctional Devices (MFD) as mentioned earlier in the Key Developments section of this document.

The delivery of an operational Records Management Unit service is now fully staffed. There had been slight delays due to extended building works at Picow Farm Road site and the unit will now be available in late November but this has not delayed the administrative process.

### Key Performance Indicators



Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99	99	99.9		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99	99	99.9		
ITC LI 04	% Of all responsive repairs completed within 2 working days.	92	80	93		
ITC L1 08	Average working days from order to completion of a new PC	9	10	9		

#### Supporting Commentary

Significant levels of performance continue to be achieved with regards to infrastructure & support and the deployment & maintenance of equipment.

### Legal & Democracy









#### Key Objectives / milestones

Ref	Milestones	Q2 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation. <b>January 2014</b>	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting <b>March 2014</b>	

#### Supporting Commentary

The work progressing according to plan although it has been agreed with the Law Society that the inspection will now be held in April 2013 rather than January 2013. Member meetings continue to take place throughout the year.

### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total)	46 (79%)	56 (100%)	54 (96%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7	10	10		
LD LI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	15	20	20		
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		
LD LI 11	% who believe internal communications service has improved.	71	87	N/A	N/A	N/A
LD LI 15	% satisfaction with Inside Halton.	99	90	N/A	N/A	N/A


#### Supporting Commentary

All measures are showing positive levels of performance at quarter 2.

Satisfaction with inside Halton is determined via an annual survey. The current contract expires in December 2013 and a review of the magazine will be conducted during the summer months.

## Policy & Performance

### Key milestones



Ref	Milestones	Q2 Progress
PPT 04	Review the Sustainable Community strategy and monitor performance b-annually <b>March 2014</b>	

### Supporting commentary

A review of the SCS is underway to update key aspects of terminology, legislation and other editorial amendments. Performance is measured and reported on a bi-annual basis to the Halton Local Strategic Partnership. Work also continues on improving the quality and capability of the Strategic Partnership website: <http://www.haltonpartnership.com>

## Catering and Stadium Services

### Key Objectives / milestones

Ref	Milestones	Q2 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - <b>January 2014</b> .  Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - <b>March 2014</b> .	
CE O3	School Lunches - Deliver a promotion and educational campaign - <b>September 2013 and January 2014</b> .  Review and update the strategy and action plan to increase the uptake of free school meals - <b>July 2013</b> .  Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - <b>Sept 2013</b> .	

### Supporting Commentary











The methodology to be used to measure customer satisfaction is presently being considered and off-peak opportunities are proving popular with a number of local and national charities and will be extended further as we progress throughout the year.

Since the initiative to promote off peak opportunities to charitable and community organisations was introduced its popularity has increased, a large number of disadvantaged groups now work closely with the Stadium to take advantage of any opportunities to use the facilities.

All Primary schools have been provided with a Themed calendar with a selection of poster for 2013-2014 to promote National Days, Festivals and Sporting occasions, etc. All reception children's parents have been given an information pack on the benefits of school meals. Headteachers are being encouraged to take an active role in promoting school meals and increasing uptake and schools are being encouraged to work with Catering Services to target those entitled to Free School Meals.

A number of tasting sessions have taken place increasing the number of opportunities for children to try different foods and there is an on-going dialogue with Public Health to address childhood obesity.

### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 01	No. of meals served versus hourly input of labour (Previously SH1).	9.85	10.00	9.73		
% Take up of free school meals to those who are eligible (Previously SH LI 8)						
CE LI 08	a) Primary Schools	77.46%	85%	87.98%		
CE LI 09	b) Secondary Schools	76.59%	75%	79.08%		
% Take up of school lunches (%) – (Previously NI52).						
CE LI 10	a) Primary Schools	51.71%	55%	49.21%		
CE LI 11	b) Secondary Schools	53.64%	55%	52.39%		



### Supporting Commentary

Although the present figure of meals served per hour is lower than the annual target the period from April to September is historically the quietest in the School Meals Service. It is fully anticipated that the target will be met or exceeded by year end.

This is an exceptional result for the take up of free school meals by primary and secondary school pupils and may be linked to the present economic climate and more parents are encouraging their children to stay for school lunch.

## Property Services

### Key Objectives / milestones





Ref	Milestones	Q2 Progress
EEP O1	Review accommodation in light of budget decisions by <b>July 2013</b> .	
	Identify further property to be considered for sales and implement asset disposals by <b>March 2014</b> .	

### Supporting Commentary

As previously reported, the Council has been consolidating its accommodation portfolio. In light of this, this has made space available to encourage external partners to share office accommodation in Runcorn.

A list of assets for disposal has been prepared and approved by Executive Board. It is intended that this list will be reviewed in March 2014. As part of this process, ward members have been consulted in regard to assets in their respective areas.

### Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
DIS LI 01	Occupancy of HBC industrial units.	86%	85%	89%		
DIS LI 02	Occupancy of Widnes Market Hall.	92%	90%	95%		

### Supporting Commentary

There has been an upturn in the economy in recent months and, as a result, an increase in enquiries for industrial units. The indoor market is now 95% full, it is likely to remain at this level until Christmas however we generally see a drop in occupancy early in the new year.



## 7.0 Financial Summaries

### FINANCE DEPARTMENT

#### Revenue Budget as at 30<sup>th</sup> September 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	7,396	3,558	3,378	180
Supplies & Services	535	324	312	12
Other Premises	133	78	49	29
Agency Related	1	0	0	0
Insurances	1,686	1,092	1,087	5
Charitable Relief	120	0	0	0
Concessionary Travel	2,247	1,097	1,098	(1)
Capital Financing	6	3	9	(6)
Local Welfare Payments	626	26	26	0
Rent Allowances	52,960	25,417	25,417	0
Non HRA Rebates	49	31	31	0
<b>Total Expenditure</b>	<b>65,759</b>	<b>31,626</b>	<b>31,407</b>	<b>219</b>
<b><u>Income</u></b>				
Fees & Charges	-99	-34	-71	37
SLA to Schools	-728	-728	-725	(3)
NNDR Administration Grant	-169	0	0	0
Hsg Ben Administration Grant	-1,166	-583	-583	0
Rent Allowances	-52,370	-25,417	-25,417	0
Local Welfare Grant	-787	-787	-787	0
Reimbursements & Other Grants	-497	-447	-462	15
Liability Orders	-373	-369	-363	(6)
Non HRA Rent Rebates	-49	-33	-33	0
Transfer from Reserves	-295	-9	-9	0
<b>Total Income</b>	<b>-56,533</b>	<b>-28,407</b>	<b>-28,450</b>	<b>43</b>
<b>Net Controllable Expenditure</b>	<b>9,226</b>	<b>3,219</b>	<b>2,957</b>	<b>262</b>
<b><u>Recharges</u></b>				
Premises	426	213	213	0
Transport	60	30	30	0
Asset Charges	24	0	0	0
Central Support Service	2,838	1,421	1,421	0
Support Service Income	-7,464	-3,725	-3,725	0
<b>Net Total Recharges</b>	<b>-4,116</b>	<b>-2,061</b>	<b>-2,061</b>	<b>0</b>
<b>Net Department Total</b>	<b>5,110</b>	<b>1,158</b>	<b>896</b>	<b>262</b>

**Comments on the above figures:**

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

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Revenues and Benefits and Financial Management Divisions. The majority of these posts have now been filled and it is anticipated that the remaining vacant posts will be filled during the course of the year or be put forward as proposed savings for 2014/15.

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. Reimbursements and Other Grants income is also in excess of the budget due to the receipt of a number of one-off Revenues and Benefits reform grants.

At this stage it is anticipated that spend will be within budget at the end of the financial year which is predominantly linked to the staffing vacancies.

## HUMAN RESOURCES DEPARTMENT

### Revenue Budget as at 30<sup>th</sup> September 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	1,657	749	743	6
Employee Training	290	22	24	(2)
Supplies & Services	205	118	115	3
Capital Financing	1	1	1	0
<b>Total Expenditure</b>	<b>2,153</b>	<b>890</b>	<b>883</b>	<b>7</b>
<b><u>Income</u></b>				
Fees & Charges	-54	-42	-65	23
Reimbursements & Other Grants	-64	-49	-49	0
School SLA's	-390	-382	-391	9
Transfers from Reserves	-32	0	0	0
<b>Total Income</b>	<b>-540</b>	<b>-473</b>	<b>-505</b>	<b>32</b>
<b>Net Operational Expenditure</b>	<b>1,613</b>	<b>417</b>	<b>378</b>	<b>39</b>
<b><u>Recharges</u></b>				
Premises Support	72	36	36	0
Transport Recharges	16	8	8	0
Asset Charges	1	0	0	0
Central Support Recharges	505	252	252	0
Support Recharges Income	-2,207	-1,104	-1,104	0
<b>Net Total Recharges</b>	<b>-1,613</b>	<b>-808</b>	<b>-808</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>0</b>	<b>-391</b>	<b>-430</b>	<b>39</b>

#### Comments on the above figures:

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

With regards to income, fees and charges are above the budget profile 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 30<sup>th</sup> September 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	5,504	2,674	2,580	94
Supplies & Services	712	366	256	110
Computer Repairs & Software	554	285	280	5
Communications Costs	407	308	310	(2)
Other Premises	15	8	18	(10)
Capital Financing	266	133	133	0
<b>Total Expenditure</b>	<b>7,458</b>	<b>3,774</b>	<b>3,577</b>	<b>197</b>
<b><u>Income</u></b>				
Fees & Charges	-655	-326	-136	(190)
SLA to Schools	-209	-209	-201	(8)
Transfers from Reserves	-40	0	0	0
<b>Total Income</b>	<b>-904</b>	<b>-535</b>	<b>-337</b>	<b>(198)</b>
<b>Net Controllable Expenditure</b>	<b>6,554</b>	<b>3,239</b>	<b>3,240</b>	<b>(1)</b>
<b><u>Recharges</u></b>				
Premises	418	209	209	0
Transport	20	10	10	0
Asset Charges	1,646	0	0	0
Central Support Services	1,019	510	510	0
Support Service Income	-9,468	-4,734	-4,734	0
<b>Net Total Recharges</b>	<b>-6,365</b>	<b>-4,005</b>	<b>-4,005</b>	<b>0</b>
<b>Net Department Total</b>	<b>189</b>	<b>-766</b>	<b>-765</b>	<b>(1)</b>

### Comments on the above figures

In overall terms spending is as per the budget profile at the end of quarter two. With regards to expenditure, employee related expenditure is lower than the budget profile due to increased staff turnover within the Admin Division.

Spend on supplies & services is also lower than the budget profile at the end of the quarter. This is a result of tighter budget controls being put in place with regards to the procurement of general equipment and furniture, stationery and printing services.

With regards to income, fees & charges income is lower than the budget profile which is partly due to significant increases to the target in both 2012/13 and 2013/14. This is a future budget pressure which is, at present, being mitigated by reducing expenditure on staffing and supplies & services. At this stage it is anticipated that the overall net Department spending will be on budget at the year end.

### Capital Projects as at 30<sup>th</sup> September 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
IT Rolling Programme	1,100	550	609	(59)
<b>Net Expenditure</b>	<b>1,100</b>	<b>550</b>	<b>609</b>	<b>(59)</b>

### 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 30<sup>th</sup> September 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	1,976	956	928	28
Supplies & Services	339	175	168	7
Civic Catering & Functions	29	1	0	1
Mayoral Allowances	21	21	20	1
Legal Expenses	207	113	119	(6)
<b>Total Expenditure</b>	<b>2,572</b>	<b>1,266</b>	<b>1,235</b>	<b>31</b>
<b><u>Income</u></b>				
Land Charges	-97	-48	-51	3
School SLA's	-48	-48	-67	19
License Income	-268	-134	-117	(17)
Other Income	-28	-18	-31	13
Transfers from Reserves	-68	-59	-59	0
<b>Total Income</b>	<b>-509</b>	<b>-307</b>	<b>-325</b>	<b>18</b>
<b>Net Operational Expenditure</b>	<b>2,063</b>	<b>959</b>	<b>910</b>	<b>49</b>
<b><u>Recharges</u></b>				
Premises Support	122	61	61	0
Transport Recharges	33	17	15	2
Asset Charges	19	0	0	0
Central Support Recharges	484	242	242	0
Support Recharges Income	-1,945	-972	-972	0
<b>Net Total Recharges</b>	<b>-1,287</b>	<b>-652</b>	<b>-654</b>	<b>2</b>
<b>Net Departmental Total</b>	<b>776</b>	<b>307</b>	<b>256</b>	<b>51</b>

**Comments on the above figures:**

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

With regards to expenditure employee costs are lower than the budget profile due to vacant posts within the Legal team and Democratic Services team. Some of the posts will be filled during the course of the year and some will be put forward as proposed savings in order to balance the 2014/15 budget. The in-year savings resulting from the vacant posts will act as contributions towards the Department's 2013/14 staff turnover savings target.

Legal costs are slightly in excess of the budget profile which is due to increase in costs relating the child protection cases. Spend in this area will continue to be monitored closely throughout the remainder of the financial year.

With regards to income School SLA income is above the budget profile at the end of the quarter which is due to a good take up of the Legal Services SLA.

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 30th September 2013**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Employees</u></b>	4,958	2,290	2,303	(13)
Other Premises	236	70	62	8
Hired & Contracted Services	438	129	129	0
Supplies & Services	309	154	145	9
Street Lighting	1,793	750	734	16
Highways Maintenance	2,225	580	580	0
Bridges	96	37	37	0
Fleet Transport	1,235	630	630	0
Lease Car Contracts	622	494	494	0
Bus Support – Halton Hopper Tickets	173	102	102	0
Bus Support	531	259	259	0
Out of Borough Transport	51	21	17	4
Capital Financing	406	406	417	(11)
Grants to Voluntary Organisations	68	34	34	0
NRA Levy	62	31	29	2
Mersey Gateway	4,966	2,018	2,018	0
<b>Total Expenditure</b>	<b>18,169</b>	<b>8,005</b>	<b>7,990</b>	<b>15</b>
<b><u>Income</u></b>				
Sales	-503	-187	-182	(5)
Planning Fees	-506	-253	-330	77
Building Control Fees	-81	-41	-54	13
Other Fees & Charges	-268	-268	-285	17
Rents	-8	-4	-2	(2)
Grants & Reimbursements	-171	-130	-132	2
School SLAs	-39	-39	-44	5
Recharge to Capital	-2,736	-995	-995	0
Transfer from Reserves	-2,567	-1,022	-1,022	0
<b>Total Income</b>	<b>-6,879</b>	<b>-2,939</b>	<b>-3,046</b>	<b>107</b>
<b>Net Controllable Expenditure</b>	<b>11,290</b>	<b>5,066</b>	<b>4,944</b>	<b>122</b>



	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b>Recharges</b>				
Premises Support	770	333	332	1
Transport Recharges	568	305	305	0
Asset Charges	7,432	0	1	(1)
Central Support Recharges	3,200	1,600	1,601	(1)
Departmental Support Recharges	446	0	0	0
Support Recharges Income – Transport	-4,699	-2,196	-2,196	0
Support Recharges Income – Non Transport	-2,925	-537	-537	0
<b>Net Total Recharges</b>	<b>4,792</b>	<b>-495</b>	<b>-494</b>	<b>(1)</b>
<b>Net Departmental Total</b>	<b>16,082</b>	<b>4,571</b>	<b>4,450</b>	<b>121</b>

**Comments on the above figures:**

In overall terms revenue spending at the end of quarter 2 is below budget profile. This is due to a number of expenditure and income budget areas.

Expenditure on staffing is marginally above the budget to date, this is linked to the staff savings turnover target not being met for the year to date.

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

Planning fees are currently above the income target to date due to a number of individual developments across the borough. These consist of one off large fee applications which cannot be guaranteed in the future. Therefore, this favourable variance may not continue throughout the financial year.

Schools SLA income is above target in Risk Management due to higher than anticipated demand for the service for the year.

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

**POLICY, PLANNING & TRANSPORTATION**

**Capital Projects as at 30th September 2013**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<b><u>Local Transport Plan</u></b>				
<b>Bridges &amp; Highway Maintenance</b>				
Bridge Assessment, Strengthening & Maintenance	3,060	900	899	2,161
Road Maintenance	1,715	600	596	1,119
<b>Total Bridge &amp; Highway Maintenance</b>	<b>4,775</b>	<b>1,500</b>	<b>1,495</b>	<b>3,280</b>
<b>Integrated Transport</b>	<b>725</b>	<b>135</b>	<b>132</b>	<b>593</b>
<b>Total Local Transport Plan</b>	<b>5,500</b>	<b>1,635</b>	<b>1,627</b>	<b>3,873</b>
<b><u>Halton Borough Council</u></b>				
Early Land Acquisition Mersey Gateway	23,046	7,414	7,414	15,632
Development Costs Mersey Gateway	3,500	995	995	2,505
Street lighting – Structural Maintenance	105	55	53	52
Risk Management	118	20	19	99
<i>Fleet Replacement</i>	950	350	346	604
<b>Total Halton Borough Council</b>	<b>27,719</b>	<b>8,834</b>	<b>8,827</b>	<b>18,892</b>
<b><u>Grant Funded</u></b>				
<i>Surface Water Management Grant</i>	214	0	0	214
<i>Mid Mersey Local Sustainable Transport</i>	150	3	3	147
<b>Total Grant Funded</b>	<b>364</b>	<b>3</b>	<b>3</b>	<b>361</b>
<b><u>Local Pinch Point Fund</u></b>				
A558 Access Improvements	1,805	0	0	1,805
<b>Total Local Pinch Point Fund</b>	<b>1,805</b>	<b>0</b>	<b>0</b>	<b>1,805</b>
<b>Total Capital Programme</b>	<b>35,388</b>	<b>10,472</b>	<b>10,457</b>	<b>24,931</b>

**COMMUNITY & ENVIRONMENT DEPARTMENT**  
**Revenue Budget as at 30 September 2013**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	12,107	5,881	5,985	(104)
Other Premises	1,366	745	683	62
Supplies & Services	1,457	665	626	39
Book Fund	225	129	129	0
Promotional	264	108	70	38
Other Hired Services	1,019	305	306	(1)
Food Provisions	835	343	323	20
School Meals Food	1,660	546	529	17
Transport	55	27	18	9
Other Agency Costs	877	60	64	(4)
Waste Disposal Contracts	4,799	1,030	1,015	15
Leisure Management Contract	1,492	634	655	(21)
Grants To Voluntary Organisations	333	142	141	1
Grant To Norton Priory	222	111	113	(2)
Rolling Projects	6	6	6	0
Capital Financing	54	11	11	0
<b>Total Spending</b>	<b>26,771</b>	<b>10,743</b>	<b>10,674</b>	<b>69</b>
<b><u>Income</u></b>				
Sales Income	-2,174	-1,117	-1,058	(59)
School Meals Sales	-2,224	-737	-762	25
Fees & Charges Income	-2,655	-1,316	-1,251	(65)
Rents Income	-156	-68	-68	0
Government Grant Income	-111	-31	-38	7
Reimbursements & Other Grant Income	-443	-157	-185	28
Schools SLA Income	-278	-248	-232	(16)
Internal Fees Income	-104	-40	-35	(5)
School Meals Other Income	-2,265	-1,768	-1,790	22
Meals On Wheels	-218	-91	-102	11
Catering Fees	-173	-86	-33	(53)
Capital Salaries	-103	-51	-23	(28)
Transfers From Reserves	-62	0	0	0
Rolling Projects	-6	-6	-6	0
<b>Total Income</b>	<b>-10,972</b>	<b>-5,716</b>	<b>-5,583</b>	<b>(133)</b>
<b>Net Controllable Expenditure</b>	<b>15,799</b>	<b>5,027</b>	<b>5,091</b>	<b>(64)</b>
<b><u>Recharges</u></b>				
Premises Support	1,491	632	632	0
Transport Recharges	2,242	860	868	(8)
Departmental Support Services	9	0	0	0
Central Support Services	3,119	1,601	1,602	(1)
Asset Charges	3,052	0	0	0
HBC Support Costs Income	-375	-375	-374	(1)
<b>Net Total Recharges</b>	<b>9,538</b>	<b>2,718</b>	<b>2,728</b>	<b>(10)</b>
<b>Net Departmental Total</b>	<b>25,337</b>	<b>7,745</b>	<b>7,819</b>	<b>(74)</b>

### **Comments on the above figures:**

Net operational expenditure is £74,000 over budget profile at the end of the second quarter of the financial year.

Staffing expenditure is over budget profile by £104,000, primarily due to the premium pay savings target for the year to date of £128,200. Although there remains some spending on agency staffing it is approximately £70,000 less than at the same stage last year. With the exception of the Stadium, all other divisional employee budgets are under budget profile to date therefore contributing to the achievement of the staff turnover saving targets of £309,948 for the year to date.

The Leisure management contract is over budget profile and is expected to overspend by approximately £ 40,000 by year end. Work is on-going to renegotiate the contract price for 2014/15 to ensure a balance budget is achieved.

Expenditure on other premises and supplies and services is currently £ 101,000 under budget profile to date. The main reasons for this being there is very little advertising across the division, utility bills are lower than expected due to staff being more energy efficient and savings being made on some consumables budgets.

Most Income budgets are underachieving particularly Sales, Fees & Charges, Catering Fees and Capital Salaries. Sales and fees are still struggling to meet inflated income targets in the recessionary market whilst capital salaries has begun to suffer due to changes in capital grant conditions for which some projects do not now permit claims for in-house staff time.

Although waste disposal contract invoices continue to arrive late, recent invoices have been lower than expected giving an expected underspend. However, larger invoices are yet to arrive and revisions to projections will continue to be monitored.

School Meals continues to perform well against budgets, with sales and food costs both having favourable variances.

The budget for the Department will overspend by circa £150,000 by the end of the current financial year. This will be contained within the overall budget for the Directorate.

**ECONOMY ENTERPRISE & PROPERTY DEPARTMENT**

**SUMMARY FINANCIAL POSITION AS AT 30 SEPTEMBER 2013**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend) £'000
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	4,360	2,184	2,225	(41)
Repairs & Maintenance	2,541	1,264	1,262	2
Energy & Water Costs	603	283	279	4
NNDR	647	806	809	(3)
Rents	372	291	291	0
Marketing Programme	85	15	12	3
Promotions	60	12	6	6
Supplies & Services	1,240	536	526	10
Capital Financing	7	4	4	0
Other	4	5	5	0
Agency Related Payments	176	90	90	0
<b>Total Expenditure</b>	<b>10,095</b>	<b>5,490</b>	<b>5,509</b>	<b>(19)</b>
<b><u>Fees &amp; Charges</u></b>	-501	-398	-398	0
Rent - Markets	-758	-382	-382	0
Rent - Industrial	-970	-440	-422	(18)
Rent – Commercial	-516	-324	-320	(4)
Government Grant Income	-916	-431	-431	0
Transfer from Reserves	-215	-100	-100	0
Recharges to Capital	-649	-325	-325	(0)
Reimbursements & Other Grant Income	-370	-39	-38	(1)
Schools SLA Income	-501	-501	-501	0
<b>Total Income</b>	<b>-5,396</b>	<b>-2,940</b>	<b>-2,917</b>	<b>(23)</b>
<b>NET OPERATIONAL BUDGET</b>	<b>4,699</b>	<b>2,550</b>	<b>2,592</b>	<b>(42)</b>
Premises Support Costs	1,498	767	767	0
Transport Support Costs	38	16	16	0
Central Support Service Costs	1,707	870	870	0
Asset Rental Support Costs	2,390	0	0	0
Repairs & Maintenance Recharge Income	-2,185	-1,093	-1,093	0
Accommodation Recharge Income	-2,759	-1,380	-1,380	0
Central Supp. Service Rech Income	-1,891	-946	-946	0
<b>Total Recharges</b>	<b>-1,202</b>	<b>-1,766</b>	<b>-1,766</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,497</b>	<b>784</b>	<b>826</b>	<b>(42)</b>

## **Comments**

Expenditure for employees remains above budget as staff savings targets are not being achieved. This is due to an insufficient level of staff turnover across the department. In particular the Building and School Cleaning Staffing Service which needs to be fully staffed at all times.

The adverse variances relating to property income has continued in year as tenants vacate Moor Lane ready for the demolition of the site, There still remains a shortfall in income on Seymour Court and contingency plans are in place for 2014/15 budgets. Income within the remaining Industrial sites remains steady at the end of Quarter 2 with most units fully occupied.




The under achievement of Commercial Rent has reduced in Quarter 2 due to renegotiation of contracts which have resulted in additional income received in year.

Work has been undertaken with Managers during the last quarter to realign the budgets based on in year pressures and this is reflected in the variances above.

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 Staff Savings target and the shortfalls in income.




## 8.0 Explanation for use of symbols

Symbols are used in the following manner:

<b>Progress</b>	<b><u>Objective</u></b>	<b><u>Performance Indicator</u></b>
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 <b>performance is better</b> as compared to the same period last year.
Amber 	Indicates that <b>performance is the same</b> as compared to the same period last year.
Red 	Indicates that <b>performance is worse</b> as compared to the same period last year.
N/A	Indicates that the measure cannot be compared to the same period last year.