

Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 4 – Period 01st January to 31st March 2014**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the fourth quarter of 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

- Government announced the 2014/15 final Local Government Finance Settlement on 5th February 2014. There was only a very minor change to the Council's funding from that announced as part of the provisional grant settlement.
- The 2014/15 budget of £108.243m was approved by Council on 5th March 2014. The net budget will be part-funded from an increase of 1.9% to Council Tax which will result in a 2014/15 Council Tax requirement of £37.101m.
- The Medium Term Financial Forecast has been updated for 2015/16 and 2016/17. The funding gap for 2015/16 as included in the budget report is £22m with a further gap of £13m forecast for 2016/17.

- At the end of March 2014 the Council has spent its full allocation of the Discretionary Payment Housing Fund with the 'under occupancy' reforms (bedroom tax) placing the largest demand on available financial resources.
- The effects of the implementation of the reform of Council Tax and the Council Tax Reduction Scheme have led to a significant increase in recovery activity throughout the year, particularly in respect of Attachment to Benefits. Council Tax collection at the end of March 2014 was 95.82% which is 1.29% down compared with the same point last year.
- Children's Social Care: The Contact Centre went live with the loading of new Contacts and Referrals for Children's Social Care in January 2014 and early signs are that all is going well as the Contact Centre now play an essential part in the new Children's Social Care front door model.
- The Council has recently completed a procurement exercise for its Employers' Liability (EL) and Public Liability (PL) insurance covers and the new cover will take effect from 1 April 2014. To avoid a significant increase in premium, the Council has increased its level of self-insurance following a risk assessment and will now incur the first £250k of each successful claim.
- A Service Level Agreement has been agreed with the Mersey Gateway Crossings Board (MGCB) under which the Council will provide a purchase ordering and invoice processing service to MGCB, providing a new income stream for the Council.
- Significant work has also been undertaken further developing the Council's purchase to pay processes, which have resulted in efficiency and performance improvement. This has led to almost 92% of the 82, 000 invoices processed in the year being paid within 30 days of receipt and 95% of purchase orders being sent directly to suppliers being issued electronically. Additionally 66 suppliers have signed-up to the Early Payment Discount Scheme resulting in further budget savings.

Human Resources and Organisational Learning and Development

- Following a period of consultation, the new H.R. and L&D structure was implemented on 1st March. To reflect the new ways of working, a tendering exercise has been completed for the provision of learning and development activity as part of the corporate training calendar.
- Following a successful pilot of E-Payslips, work has commenced to roll out this facility across all staff. It is envisaged that this will produce some monetary savings as well as saving staff time and provide a more efficient and flexible service for employees.

ICT and Administration Support Services

- Following a successful trial Cloud based desktop facilities will now be rolled out to all Members and the facilities within the Members room will now be upgraded.
- The new Council website, which has a simplified structure and design allowing easier access to services for users, is now live and receiving positive feedback with further improvements and new services being added over the coming months.
- The upgrading of encryption facilities is in process and the rollout of the new laptop product set is underway. Additionally the main phase of the printing and MFD upgrade has now been completed.
- The take up of ICT services through a commercial arrangement with schools continues to be positive with a further 2 schools being added during quarter 4.
- The Electronic social care record (ESCR) system is now live and in use within the social care teams together with the new reporting solutions designed to complement the CareFirst Systems upgrade.
- The upgrade of the councils Anti-Virus and e-Mail filtering systems has completed successfully and over the coming months further facilities will be configured and deployed ensuring the required levels of security compliance are met and exceeded.
- The Records management facility at Picow Farm is now ready for use and the final section racking is being installed over the coming weeks. Work has now started at the centre to co-ordinate and manage the considerable mountain of paper files and records the authority owns.
- A new in-house developed records management solution is currently in the design phase and will be linked to the SharePoint systems currently in place to allow for efficient access to all digital records. This will be linked to the use of Business Analysts who will be tasked with defining and mapping the process and efficiencies required to improve the records management process and procedures throughout the authority.
- Following a detailed legal mediation process the council has now agreed terms with the respective supplier of the contact centre telephony system and the upgrade of the old analogue system to integrate with the council wide Lync solution will be completed by the end of June

Legal and Democratic Services

- Financial close of the Mersey Gateway project was achieved at the end of the Quarter. Contracts have been signed and work will commence early in Quarter 1. Additionally The Combined Authority was set up with all supporting

documents put in place to enable the first meeting to be held at the start of Quarter 1.

- Work has continued within Communications and Marketing to further establish and reinforce positive working which has resulted in some good media coverage with notable success with Radio Merseyside with live studio interviews around a range of topics including World War One events, Runcorn Town Team initiatives and New Town anniversary plans. In addition there have been a number of events covered by radio presenters on-site.
- A survey of readers of InTouch magazine (our staff newsletter) showed 85% of respondents thought the magazine was good or very good. In addition, 85% were satisfied or very satisfied (32%) with our internal communications.
- Marketing support continues for the Connecting Cheshire project with drop-in road shows taking place across the borough, where Halton residents could find out more about the arrival of fibre broadband, direct from BT Openreach experts.

Policy, Planning, and Transportation.

- Work has taken place around redeveloping the Corporate Plan in light of both the current financial situation and the recommendations of the recent Peer Challenge.
- Work to meet our procurement commitments under the Public Services (Social Value) Act) continues. The Council, the Clinical Commissioning Group and Voluntary & Community Sector and Social Value UK are producing a borough-wide Social Value Charter with the aim to establish Halton as an area at the forefront of promoting the Social Value agenda. An event taking place in May has been planned, aimed at finalising the Social Value Definition and Charter. A Draft Social Value policy has been developed alongside this and will be presented to Executive Board in June following feedback from the May event.
- The Employee Recognition & Award Scheme Ceremony for 2013/14 has taken place, formally recognising the winners of the six categories who were

Team of the Year:	The Contact Centre
Rising Star:	Nicky Noon
Leadership & Motivation:	Shelagh Thornhill
Achieving Value for Money:	Suzanne Houghton
Unsung Hero:	Julie Bannon
Outstanding Customer Service:	Paula Parle

- Detailed work has taken place with regards to formulating and implementing the Council's Apprenticeship Strategy, as well as taking forward a series of Internal Audit recommendations with regards to the Volunteer Scheme.

Catering, Stadium and Registration Services

➤ Stadium

Widnes Vikings league season started in February, they have made their best ever start to a Super League campaign winning all their games at home so far. The executive Suite Level and Karalius Suite hospitality has been full for all the games.

Liverpool Ladies have taken up residency in the office accommodation on the first floor and have started training here.

The pitch is used on a regular basis and most evening bookings are for community use, in excess of £100K has been generated this year in pitch bookings.

A half term rugby training camp for children has been organised and run by Widnes Vikings.

The only disappointment with the SL campaign to date is the level of spectators, given the Vikings have had such a goodstart the spectator levels has not grown since last year.

The Crucial Crew event has been held at the Stadium for the 10th year, this event sees over 1,500 school children attend the Stadium for a multi-agency training exercise outlining a range of dangers to children.

Merseyside Police have used the Stadium for 'Drug' exercise with their dogs
Cheshire Police have also held a number of training events in various areas of the Stadium.

The South West Concourse bar has been modernised, enabling it to be utilised as part of the fitness offer via Stadium Fitness.

As an ongoing refurbishment programme the Bridge Suite has been decorated and a new carpet fitted.

School Meals

Universal Free School Meals for Infants

The school meals team are continuing to review the service in preparation for Sept 2014 when all infant children will be served a free school meal.

Capital funding has been made available to the Community and Voluntary controlled schools and a separate amount to the Diocese schools.

All schools requiring works to facilitate the provision of the meals have been undertaken, unfortunately the costs of the works involved far exceeds the allocation and needs to be rationalised schools requiring works are :-

Ditton Primary	Farnwoth ce
Lunts Heath	Spinney Ave
Daresbury	Hillview
Gorsewood	Moore
Moorfield	Woodside
OLPS	Our Ladys primary
ST Basils	St Bedes
St Bertelines	St Clements
St Marys CE	

This funding needs to be prioritised to ensure that each school can prepare and serve all the infants with a meal within the lunchtime period

Training For Universal Free School Meals for Infants

Training has begun in preparation for the possible increase of around 2000 meals per day.

Speed of service is critical for the successful delivery of the lunch time service along with closely working with schools to ensure that the children enjoy the food served

National School Meals Week Implementation

Due to the successful promotion of National school meals week in November 2013

A week of favourite school dinners were served again in March in many schools again with great success and enjoyment Halton Catering team felt it is very beneficial to raise the awareness to children as to how tasty school meals can be.

All schools were invited to serve their own schools favourite meals for a complete week.

Property Services

- The Building Schools for the Future (BSF) projects at both Wade Deacon and The Grange are getting towards the end of defects period, which will be reached in April 2014. Both have some outstanding issues which we are currently working towards resolving.
- The demolition of the former Fairfield High School buildings has now been completed, with the site being graded and levelled off. Approval to demolish

the former Grange Nursery, Infant and Junior school buildings has been obtained as such these works are now progressing on site.

- The improvement works to Lowerhouse Lane Depot following a Health & Safety Executive visit are progressing well, completion being due in May 2014.
- Design works are continuing with the proposed new travellers site at Warrington Road, Runcorn, these have been delayed slightly due to the service restrictions that are being imposed on the proposals. The procurement process is anticipated to commence in due course, with the target completion being in Autumn 2014
- Works have now commenced on site with regards the new sports pavilion building at Widnes Recreation ground, completion being due in November 2014.
- The biomass boiler installation at Brookvale Recreation centre is on site and progressing well, completion being due in June 2014.
- The pre-start meeting for the new build Runcorn Hill Park Pavilion has taken place, works will commence on site Monday April 7th 2014, completion being due in late September 2014.
- The contract has now been let in respect of the replacement of both cremators at Widnes Crematorium. There is a significant amount of off-site manufacturing to be undertaken prior to a start on site which is planned for early June, completion being due prior to the year end.
- Approval has now been obtained for both the Educational capital programme and the Corporate maintenance programme for 2014/15; as such initial works have now commenced with regards the delivery of both these programmes of work.

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. The expansion of the Universal Credit arrangements will take effect in Halton from November 2014 and the DWP will be meeting with individual authorities in April and May to discuss the detailed requirements of the role Councils will be expected to perform. Early indications are that single claimants will be the first to be affected by these new UC arrangements.
- II. Changes made to the level of unoccupied property discounts and the replacement of Council Tax Benefit with the Council Tax Reduction Scheme from April 2013 have significantly increased the amount to be collected, which is impacting upon collection rates.
- III. The Government has introduced some new rate reliefs, which are available from 2014/15. Awards of up to £1,000 can be made to the majority of retail businesses, up to a ratable value of £50,000, subject to them satisfying the eligibility criteria
- IV. There is also a new reoccupation discount of 50%, available for 18 months, for new occupants of retail premises, which have previously been empty for a year or more. The 'doubling' of small business rate relief will also continue for 2014/15.
- V. Whilst Personal Independence Payment appeal numbers have stabilised, there are concerns that the new Mandatory Reconsideration process has made it more difficult for clients to appeal and placed an obstacle in the way of decision making.
- VI. Work has begun on closing the accounts for 2013/14 and the process is now in place to complete the draft Statement of Accounts prior to it being passed to the Council's external auditor (Grant Thornton) by 30th June 2014.
- VII. Support continues to be provided on the financial aspects of the Mersey Gateway project, partnership arrangements on the pooled budget with Halton CCG and the joint venture arrangements with the Science & Technology Facilities Council and Langtree for the development at Sci-Tech Daresbury.
- VIII. It is proposed that the 2014/15 National Fraud Initiative programme will include two additional mandatory requirements. These are that Council tax to electoral register data sets will be requested from local authorities every year, currently this data is requested every 2 years; and Personal budget (direct payments) data will be introduced.

Human Resources and Organisational Development

- I. Preparations are taking place around the potential TUPE implications of the Single Fraud Investigation Service to the DWP.
- II. Additionally, and following changes to the Local Government Pension Scheme 2014, work has begun to amend associated policies, procedures and contracts in response to changes in the new pension scheme
- III. Managers have been in discussion with the Clinical Commissioning Group (CCG) and the Manchester Port Health Authority to provide Human Resource and Learning and Development services through a Service Level Agreement (SLA) arrangement generating additional income for the Council.

ICT and Administration Support Services

- I. The Council is scheduled to migrate over to Public Sector Network and away from the Government Secure Extranet (GCSx) on the 15th May. This migration ensures the councils compliance with the stringent Cabinet Office, DWP and Action 4 Employment security requirements.
- II. Central Government have made their position very clear in terms of Local Authorities allowing non – Council managed equipment to access Council information (primarily e-Mail) – the “Central Electronics Security Group” do not want to allow any personal equipment to access government (Council) information. There is also a potential Data Protection policy risk if Personal Information is extracted from a Council system and stored on a non-Council computer.
- III. The main concern is that by using personal devices, any associated Council is not managing the associated equipment, and therefore there is a significant risk of information systems being compromised – this could be through data loss, gaining access to passwords, virus. There are, however, some conflicting views within Government, because some areas of Government see the use of personal equipment being a potential saving.
- IV. At this stage in the process, the DWP do not consider that the Council using Outlook Web Access from non-Council Equipment is an acceptable security risk. A submission has been made that will be in common with most other Local Authorities, but may still fail to meet the overall expectations of the DWP. Should this be the case, it may be necessary to switch off Outlook Web Access to non-Council managed equipment. Failure to meet the DWP’s security requirements can put some key services at risk, mainly Halton People into Jobs, and the Councils Benefits service.
- V. If the submission is rejected the ICT team is working on a new solution that will meet this ever growing set of restrictions, and will make sure all essential users of key systems will have an acceptable working access solution in place.

Policy, Planning, and Transportation (Policy and Performance).

- I. With the formation of the Liverpool City Region Combined Authority, there is a need to produce a Joint Local Transport (LTP4) for the LCR as opposed to having one for Halton and one for Merseyside, as currently happens. The potential resource implications involved in producing this document are difficult to determine at this stage but it will have to be treated as a priority over the next 10 to 11 months so that an agreed and approved LTP can be ready for the period beginning 2015/16.

Property Services

- I. The restructure of the Operational Division has now been completed. The changes mainly came into effect on 1st October 2013, but have only been completed recently. This will deliver a £90,000 saving for 2014/15.
- II. We have continued 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. 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. The Department of Health have now moved into Rutland house which reflects a proactive approach to sharing our accommodation, another example of which is the Clinical Commissioning Group (CCG) who have previously moved into Runcorn Town Hall. We are also currently in discussions with other public sector partners with a view to them taking some space in Rutland House.
- III. Carbon Reduction Commitment (CRC)
It has now been confirmed that the proposed changes to the CRC will come into effect from April 1st 2014. These changes will mean that Halton will no longer be captured by the scheme and will drop out of it from April 2014. Based on the cost of the scheme over recent years this will have the effect of saving the Council slightly in excess of £150,000 per annum.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2014 – 15 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures will be monitored in Quarter 2 (14-15).

5.0 Progress Against 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.

The Council's latest annual progress report in relation to the achievement of its equality objectives was published on the Council website during quarter 4 and is available via




http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf.

6.0 Performance Overview

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

Financial Services



Key Objectives / milestones





Ref	Milestones	Q4 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board November 2013 .	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2013 .	
	Publish the Abstract of Accounts by 30th September 2013 .	

Supporting Commentary

Medium Term Financial Strategy was reported and the Draft Abstract of Accounts certified as scheduled as was the publication of the Statement of Accounts for 2012/13.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 05	Proportion of Council Tax that was due that was collected.	97.11	96.00+	95.82%		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q4 Actual	Q4 Progress	Direction of travel
FS LI 06	The percentage of Business Rates which should have been received during the year that were received.	97.13	96.00+	97.08%		
FS LI 10	Average time for processing new claims (Housing & Council Tax Benefit).	11.78	18	15.18		




Supporting Commentary

Following the changes referred to earlier in this report that have led to a considerable increase in the number and amounts of accounts the collection rate has remained positive and reflects the efforts made by staff to ensure action is taken promptly.

There has been a slight drop in the collection of business rates primarily as a result of some large new assessments and increases in Rateable Values and although processing times have increased slightly on the preceding year they still remain amongst the best in the region.

Human Resources & Organisational Learning and Development

Key Objectives / milestones

Ref	Milestones	Q4 Progress
HRLD O1	To commence Real Time Tax information reporting to HMRC by June 2013 .	
	To further enhance the i-Trent system capabilities. March 2014	
HRLD O2	Promote and take forward the delivery of actions identified within the Corporate People's Plan. March 2014	
	Monitor & review implementation of revised Employee Development Review (EDR) process. December 2013	

Supporting Commentary

The Council now complies with the requirements of HMRC and i-trent system capabilities continue to be exploited with the plan to roll out the use of e-payslips across the Council having commenced.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q4 Actual	Q4 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness.	10.06	8.5	11.24		
ODHR LI 05	% of training delegates attending as a proportion of places reserved.	88	85	86		
ODHR LI 06	The percentage of top 5% of earners that are:					
	a) women	55.04	50	55.47		
	b) From BME communities.	2.91	1.0	2.80		
	c) With a disability	0.65	5.0	0.68		
ODHR LI 07	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.36	7.50	1.49		
ODHR LI 08	Minority Ethnic community staff as % of total workforce.	0.89	1.00	1.13		

Supporting Commentary





Unfortunately the number of days lost to sickness has increased when compared to the preceding year and whilst acknowledging that it can be influenced by a broad range of factors work will continue to try to manage this aspect of performance.

The workforce profile remains broadly in line with the preceding year although the ambitious targets for staff with a disability and those declaring that they meet the DDA have not been achieved.

ICT & Administrative Support

Key Objectives / milestones

Ref	Milestones	Q4 Progress
ICT O1	SharePoint and Records Management enhancement. March 2014	
	Continued Social Care Systems Service Support Programme. March 2014	
	Schools Cloud Services developments. September 2013	









Ref	Milestones	Q4 Progress
ICT O1	Interactive Web Services and further SharePoint integration. March 2014	
	Development of commercial ICT opportunity within desktop. Hosting and Disaster Recovery provision. March 2014	
ICT O2	Continued development of document management and distribution services. March 2014	
ICT O3	Deliver operational Records Management Unit services. August 2013	
ICT O4	Conduct and evaluate point of contact satisfaction survey for ICT & Support Services. March 2014	

Supporting Commentary

All milestones for objective ICT 01 have been achieved and projects progressed as planned. The development of commercial ICT opportunities continues and the department is now delivering services for Halton Clinical Commissioning Group, Wiltshire Council, North West Employers and the Mersey Gateway Crossings Board.

The development of document and records management has progressed well with building works completed as planned and staff in place and the development of supporting software systems underway.

Key Performance Indicators



Ref	Measure	12 / 13 Actual	13 / 14 Target	Q4 Actual	Q4 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		
ITC LI 04	% Of all responsive repairs completed within 2 working days.	92	80	94		
ITC L1 08	Average working days from order to completion of a new PC	9	10	8		

Supporting Commentary

All key measures are showing very positive levels of performance with the availability of the Councils servers being almost at their ceiling.

Legal & Democracy

Key Objectives / milestones











Ref	Milestones	Q4 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation. January 2014	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting March 2014	



Supporting Commentary

Due to resource constraints it has been reluctantly decided that renewal of Excel and ISO Accreditation would not be pursued and that assurance of service standards would be sought through other means e.g. internal audits and client questionnaires.

All Members were provided with the opportunity of having a MAP meeting during the course of the year.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total)	46 (79%)	56 (100%)	54		
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	85		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q4 Actual	Q4 Progress	Direction of travel
LD LI 15	% satisfaction with Inside Halton.	99	90			


Supporting Commentary

Whilst the time taken to issue prosecutions, send out business leases is taking slightly longer than the previous year performance is still within annual target and acceptable thresholds. Additionally satisfaction with Inside Halton remains very positive.

Although satisfaction has not reached its annual target level it has increased when compared to the preceding years and remains a positive achievement.

Policy & Performance

Key milestones




Ref	Milestones	Q4 Progress
PPT 04	Review the Sustainable Community strategy and monitor performance b-annually March 2014	



Supporting Commentary

The review of the SCS has concluded. This review updated key aspects of terminology, legislation and resolved other editorial amendments. A simplified interactive single page document has been completed and will be made available on the new Partnership website which is www.haltonpartnership.com

Catering and Stadium Services

Key Objectives / milestones

Ref	Milestones	Q4 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - January 2014.	
	Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - March 2014.	
CE O3	School Lunches - Deliver a promotion and educational campaign - September 2013 and January 2014.	

Ref	Milestones	Q4 Progress
	Review and update the strategy and action plan to increase the uptake of free school meals - July 2013 .	
	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - Sept 2013 .	

Supporting Commentary











The initiative to promote off peak opportunities at the Stadium is continuing to work well with both community groups and the Stadium benefitting.

All Primary schools have been provided with a Themed calendar with a selection of poster for 2013-2014 to promote National Days, Festivals, Sporting occasions etc. All reception children's parents have been given an information pack on the benefits of school meals.

Increasing the number of tasting opportunities for children and favourite school meals weeks have been arranged in many schools, which has increased uptake.

The school catering team are working with the Healthy School Team to deliver various cooking projects to help address childhood obesity and a trial has commenced at Simms Cross and Brookvale Primary schools for parents.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q4 Actual	Q4 Progress	Direction of travel
CE LI 01	No. of meals served versus hourly input of labour (Previously SH1).	9.85	10.00	10.51		
	% Take up of free school meals to those who are eligible (Previously SH LI 8)					
CE LI 08	a) Primary Schools	77.46%	85%	85.12%		
CE LI 09	b) Secondary Schools	76.59%	75%	75.81%		
	% Take up of school lunches (%) – (Previously NI52).					
CE LI 10	a) Primary Schools	51.71%	55%	52.12%		
CE LI 11	b) Secondary Schools	53.64%	55%	55.22%		

Supporting Commentary

CE LI 01: To achieve over 10 meals per hour is a significant achievement.



CE LI 08 & 09: An excellent result.

CE LI 10: Although slightly below target this is still an excellent result

CE LI 11: Halton now has the fourth highest uptake of meals in the secondary sector.

Property Services

Key Objectives / milestones





Ref	Milestones	Q4 Progress
EEP O1	Review accommodation in light of budget decisions by July 2013 .	
	Identify further property to be considered for sales and implement asset disposals by March 2014 .	

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	Q4 Actual	Q4 Progress	Direction of travel
DIS LI 01	Occupancy of HBC industrial units.	86%	85%	85%		
DIS LI 02	Occupancy of Widnes Market Hall.	92%	90%	84%		

Supporting Commentary

Occupancy of our industrial estates remains high and a recent upturn in the market means that the target for 2013/14 has been met.

Three new traders have started at Widnes market this calendar year with a further four traders offered stalls. However, three traders have reduced their stalls.




7.0 Financial Summaries

The Council's 2013/14 year-end accounts are currently being finalised.

The year-end position for each Department will therefore be made available via the Intranet by 30th June 2014.




8.0 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.