

Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 2 – 1st July 2017 – 30th September 2018**

1.0 Introduction

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

2.0 Key Developments

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

Finance

Revenues and Financial Management Division

- 2.2 The audit of the 2016/17 year end accounts has been completed by the Council's External Auditor (Grant Thornton). They provided an unqualified audit opinion and reported their findings to the Business Efficiency Board on 27 September 2017, at which the Council's Statement of Accounts was approved for publication. The Audit Findings Report provided an unqualified opinion and it highlighted the Council's financial statements were well presented with officers responding in a timely manner to requests for information and queries.
- 2.3 In support of the unqualified VFM conclusion for 2016/17, Grant Thornton reviewed and concluded the Council has proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources.
- 2.4 The Council net spend position for the first quarter of the year was reported to Executive Board on 21st September 2017. Net expenditure was £0.8m above the profiled budget to date figure of £21.5m. Capital spending as at 30 June 2017 totalled £39.4m, which is 34% of the total capital programme of £116.4m.

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

- Business Rate Pub Relief – Relief has been awarded to 11 local pubs and applications are expected from a number of other establishments.
- Support to Small Business Relief – Pending final software testing, the Council will provide rate relief to 8 properties with approximate relief value of £15k.
- Local Discretionary Relief – The Council has funding of £166k to provide relief to local businesses who have seen an increase in their 2017 rateable value. We will shortly be writing to identified businesses to ask them to apply for the relief.

Audit, Procurement & Operational Finance Division

2.6 In July the Council successfully implemented a prepaid card solution that will now be the default option for new Direct Payment users. The implementation went well and a number of clients are already successfully using prepaid cards and the option of prepaid cards will be made available to existing Direct Payment users later in the year.

2.7 The Annual Governance Statement (AGS) was approved by the Business Efficiency Board at its September meeting. In the AGS the Council recognised three significant governance challenges that it currently faces. These include maintaining effective governance arrangements at a time of continuing funding pressures, the potential impact of the LCR Combined Authority on the Council's own governance arrangements, and the need for the Council to maintain a robust IT governance framework in response to the ever increasing frequency and sophistication of cyber-attacks.

2.8 In September the Council's internal audit arrangements were externally assessed through a peer review process. The assessment involved interviews with key stakeholders, such as the Chair of the Business Efficiency Board, Chief Executive, Strategic Director – Enterprise, Community & Resources and the Operational Director Finance. The initial feedback is that the Council's arrangements are compliant with the standards and a report confirming this will be received and presented to the next meeting of the Business Efficiency Board.

Human Resources, Organisational Development, Policy, Performance and Efficiency

2.9 Following formal consultation stage with staff and trade unions a redesigned service model and staff structure for the Policy, People, Performance and Efficiency Division has now been finalised. The model divests recruitment and payroll work to enable a more focused approach in both disciplines. The new Division will consist of a Recruitment & Resourcing function, A Pay & Pensions function and an Employment Relations function sitting within a HR Service Centre. Alongside that will be an Organisational Development and Corporate Strategy function and the new arrangements will commence as of 18th December 2017.

2.10 Manager training has completed on the new absence management policy, implemented on 1st July 2017 and compliance with the new processes and procedures appears high. A post-implementation review will be undertaken following six months of operation in the new calendar year.

2.11 The Council's Apprenticeship Policy is now operational, with proposals for ten new placements coming forward during the reporting period. It is anticipated that these will be progressed and recruited to during Quarter 3.

2.12 To continue to add value and flexibility to Learning & Development, renewal of the e-learning system has taken place for a further 2-years, enabling employees to access learning at a convenient time and place. Therefore, reducing time away from the workplace and travel time and aiming to capture a wider audience.

ICT Infrastructure

2.13 As part of the growing requirement for the centralisation of data and the delivery of cloud based working through the Halton services solution additional digital storage devices have been added distributing the data across the Halton Data Centres as part of the data centre development programme.

2.14 UPS (uninterrupted power supplies) replacement within the Municipal Data Centre is currently underway this will be an out of hours programme spread over the coming weeks. The UPS systems work in conjunction with the authorities on site Generators at all data centre locations for improved business continuity services for all users of the Halton Data Centre solution.

2.15 Since 1999 the authority has been heavily involved in the provision of internet connectivity to all schools in Halton and IT Services have provided a coordinated management service which has enabled schools and academies to obtain lower costs than would obtained that they negotiated the contracts as individual schools. As part of the Council's Co-ordinated IT Management Services to schools the rollout of the Virgin Media Internet Connectivity for schools is now almost complete. There are regrettably 5 local schools which will be unable to take advantage of this new connection arrangement for technical reasons.

2.16 The current Virgin Media 5 year contract with schools and academies was due to expire in 2017. During this process schools and academies were kept informed of the ongoing situation. Halton Borough Council ICT Services began negotiations in 2016 looking at how to best provide internet connectivity on behalf of the schools and academies. HBC IT began by approaching Virgin Media with a view to a 'like for like' replacement but were unable to proceed on this due to the actual product being withdrawn by Virgin Media in favour of new connectivity methods. During this process schools and academies were kept informed of the ongoing situation. The next step was for ICT Services to follow the required procurement framework to enable a contract between schools / academies and 'A Leased Line Circuit provider'. Virgin Media are on this framework (along with other providers) so it seemed sensible to obtain provision from them as they were able to provide the cheapest connectivity option and for many schools and academies an increase in speed without a commensurate increase in cost – the majority of schools and academies realised the same speed for less money and many received high speed connectivity for less money.

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

2.18 Foster Carers Extranet continues in development. The aim of this web based solution is to allow all communications with Foster Carers to be secure and electronic and replace all paper based communication. This will be a model for future physical mail replacement solutions.

2.19 The on-line DBS/Recruitment/ Health Checks project to support HR functions is nearing completion and will remove a considerable amount of the physical administration involved in the recruitment process. Applicants will apply for Jobs, DBS checks and complete Health Questionnaires on line removing postal delays and allowing validation of information online so reducing any rework involved in chasing missing/ incorrect information.

- 2.20 The Regional Adoption Agency solution went live on the 1st September. This system allows the regions Local Authorities the ability to place staff within a central team but linked to the originating Local Authority thereby providing greater flexibility and responsiveness of service.
- 2.21 Halton's Public Sector Network Code of Connection was approved this month by GCHQ for a further 12 months and this followed some considerable changes in the security requirements of the Code.
- 2.22 The End of Live Palliative care system has now become fully operational. This system connects Halton's Social Care teams to GP's to deliver a more holistic provision of services at a critical point for the individual patient.

Legal and Democracy

- 2.23 Throughout the quarter, Communications and Marketing and Legal staff have been heavily immersed in final preparations for the opening of Mersey Gateway.
- 2.24 Work has started with Members on a review of Committee structures. An initial meeting took place to scope the work and identifying strengths and weaknesses in the Council's current arrangements.

Catering, Stadium and Registration Services

- 2.25 The British Drum Corps Championships have been held at the Stadium for the fifth year in a row. The comments in their event programme read "We are back in Widnes, Cheshire once again for an unprecedented fifth championship at the fantastic Select Security Stadium in what is arguably the finest stadium to have ever hosted the DCUK Championships and a venue that has taken on a somewhat homely and traditional feel". The championships saw 11 troops from all over the Country compete with over 600 individual competitors and attracted over 1,500 spectators.
- 2.26 The Stadium has once again been selected by the Rugby Football League to host a number of regional and National finals and Everton Ladies first home game has attracted over 1,400 spectators which reflects the growing interest from fans and from sponsors in this aspect of game.
- 2.27 With Everton Ladies gaining promotion they will join Liverpool Ladies in playing in this seasons Ladies Premier League for the first time in three years and Everton's first home game attracted over 1,400 spectators. Due to the tremendous success of the England Ladies football team in the European Championships there is a lot of interest presently in the woman's game attracting far more sponsors than previous years.
- 2.28 Following the success of the Elton John concert, the Stadium is continuing to work in developing further opportunities. A number of Tribute Bands have now been scheduled to appear and the new partnership with Ticket Master is proving fruitful in engaging with an audience beyond the immediate area.

Property Services

- 2.29 A preferred contractor is now in place following the tender exercise being completed for the New Pavillion at Crow Wood Park. However site investigations have indicated poor ground conditions that mean the foundation design has had to be reconsidered and revised prices obtained which has delayed the anticipated start date on site.

- 2.30 Works have now commenced on site in Kingsway Learning Centre, which will see the Library Service move in its entirety to the ground floor once complete. Two new office spaces are being created at first floor level which will accommodate 26 workstations in total, which will allow us to start vacating Kingsway House once complete. In addition to the office spaces 30 agile workstations will be created for general use by Council staff with works being due for completion in late November.
- 2.31 A number of stakeholder engagement sessions have now been held in order to help develop the brief for the feasibility study that's being undertaken in respect of the proposed Integrated Health & Wellbeing Hub for Windmill Hill. The consultants have facilitated a number of stakeholder meetings with regards the project and the target date for completion of the feasibility study is by 31st Dec 2017.

3.0 Emerging Issues

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

Finance

Benefits

- 3.2 The Department for Works and Pensions have recently indicated that the bulk migration of legacy claims, such as Housing Benefit, to Universal Credit which was due to take place in 2019 is being delayed, and is expected to commence in 2022.

Revenues and Financial Management Division

- 3.3 Confirmation has been received from DCLG that the 100% rate retention policy operating within the Liverpool City Region will continue for at least another year through to 31st March 2019. Further details on any changes to the pilot are still to be discussed and agreed and further information will be provided as this becomes available.
- 3.4 Work is underway to update the Medium Term Financial Strategy as new information is received. The Budget Working Group will meet shortly to consider saving proposals for 2018/19 and the Medium Term Financial Strategy is expected to be reported to Executive Board in November 2017. Work is also underway on preparing the Council's 2018/19 revenue budget and three year capital programme.
- 3.5 Government has now issued a consultation on the 2018/19 finance settlement and the Council will contribute towards consultation responses made by both the Liverpool City Region and SIGOMA (Special Interest Group of Municipal Authorities).

Audit, Procurement & Operational Finance

- 3.5 The Council has formally expressed an interest in signing up to a joint counter fraud initiative with the Department of Work and Pensions local fraud investigators, which is being rolled out across local government. The intention is to provide a more efficient and effective approach to fighting fraud and corruption through greater collaboration at a local level.
- 3.6 Earlier in the year an announcement was made by the Justice Department regarding changes to the personal injury discount rate, which relates to how insurers finalise the compensation amount in large loss personal injury claims. The impact of the change is that the total compensation paid out to people seriously injured or suffering long term trauma/disability is going to increase significantly. As a result of

this development it is anticipated that the Council will face premium rate increases across the Employers and Public Liability insurance classes when policies are renewed for 2018/19.

Human Resources, Organisational Development, Policy, Performance and Efficiency

- 3.7 As previously reported, the Policy and HR functions still await final regulations and implementation in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations. It was anticipated that these legislative items may have been clarified by autumn, however it now appears unlikely that they will emerge before 2018.
- 3.8 Policy / HR colleagues will work on data collection and analysis in the coming months to ensure that the Council can meet its obligation in the reporting of any Gender Pay Gap within the Council. Regulations require that we publish information during by 30th March 2018.
- 3.9 It was reported last quarter that Local Government Unions had submitted a pay claim to Local Government Employers for 2018/19. The claim is for a 5% increase across all NJC staff pay points, and the deletion of NJC pay points 6, 7, 8 & 9. It was noted that this is a challenging claim given the fiscal position of local government generally. The claim remains subject to national negotiation and the Council will await information and direction from the National Employers on this matter.

ICT Infrastructure

- 3.10 Following a number of key security changes Halton Borough Council is looking for a supplier to provide either: an on-premises or cloud based Web Filtering Gateway Solution that meets with the 'Prevent' agenda and more closely manages the threat landscape that exists today and in the coming years. The prevent agenda is a major and complex change to how schools web filtering is managed as any solution chosen is expected to not only deal with the management of year group access level but to also manage the radicalisation agenda, together with corporate requirement in terms of security compliance and the levels of public internet access management the authority delivers through many of its public locations. This is now becoming a complex and highly managed environment that needs to comply with an ever increasing Government and security services prescribed agenda. This solution will have to be live by April 2018 in order to manage compliance requirements.
- 3.11 The Care First 6 replacement project has been initiated by the authorities Procurement Team and following an initial tender request a number of submissions have been received and currently under evaluation by the Peoples directorate .
- 3.12 Hybrid Mail project- roll out will identify opportunities not only to send physical mail cost effectively but also to replace physical mail with electronic media where possible. All Teams will be visited across the Council as the process develops in order to ensure any changes are made in conjunction with other related initiatives.

Legal and Democracy

- 3.13 The Boundary Commission for England is expected to publish its proposals for new Parliamentary Constituencies in the North West early in Quarter 3. These will be assessed, and advice given on how the Council may wish to respond.

Property Services

- 3.14 Following the opening of the Mersey Gateway Bridge the process of handing back the temporary use areas to Property Services will now start to be programmed in and the Council's requirements fully determined.
- 3.15 The water retail market was deregulated as of April 2017 as such there is now a requirement to procure these services via a competitive exercise. Discussions have taken place on a Liverpool City Region basis in respect of this and a proposal to enter into a procurement process as a City region is now being considered. However as the retail arm of the water industry only forms circa 7% of overall water charges no significant monetary savings are considered likely.
- 3.16 The Minimum Energy Efficiency Standards (MEES) will be coming into force in April 2018. They represent one of the most significant environmental policies to impact the public sector in several years as they will make it unlawful from April 2018 to let buildings in England and Wales which do not achieve a minimum EPC rating of 'E'. Whilst we have significantly reduced our commercial property portfolio over recent years we are likely to let property in the future and the likely impact of the Policy will be assessed over the coming months.
- 3.17 The Government's Clean Growth Strategy is due to be published in October. The strategy is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. It is envisaged that more challenging emissions targets will be set by Government within the strategy which will impact on how we manage and use our buildings.

4.0 Risk Control Measures

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

Progress concerning the implementation of all high-risk mitigation measures relevant to this Board are included as Appendix 1.

5.0 High Priority Equality Actions

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

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

[http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality -
_objectives_progress_report - April 2013.pdf](http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf)

6.0 Performance Overview









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

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

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

Financial Management

Key Objectives / milestones

Ref	Milestones	Q2 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - November 2017 .	
FS 01b	Report to Council - March 2018 .	
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	
FS 03b	Publish the Statement of Accounts by 31st August 2017 .	
FS 04a	Establish Treasury Management Policy and report to Council - March 2017 .	
FS 04b	Provide monitoring reports to Executive Board on a bi-annual basis.	
FS 05a	Establish and report prudential indicators to Council - March 2017 .	
FS 05b	Provide monitoring reports to the Executive Board on a bi-annual basis.	

Supporting Commentary

Progress remains on target to report the Medium Term Financial Strategy to Executive Board in November 2017 and the financial forecast is being regularly updated.















Work has commenced with Management Team and Budget Working Group to develop budget proposals for 2018/19 and the Quarter 1 monitoring report on the overall budget will go to Executive Board on 21 September 2017 and Q2 will be reported on 16 September 2017.

The Audit of Statement of Accounts commenced 01 July 2017, and will be published on 29 September 2017 with a Draft statement published on the Council web-site on 28 June 2017 and shared with External Auditor, Grant Thornton LLP, on the same day.

The 2016/17 Treasury Management Policy was approved by Council on 08 March 2017 and the Half year report is scheduled to be reported to Executive Board on 16 November 2017.

2017/18 prudential indicators were reported to Council on 08 March 2017 as part of Treasury Management Policy and the Quarter 2 monitoring report is on track to be reported to Executive Board on 16 November 2017.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive annual comment from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		
FS LI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes	Yes		
FS LI 04	Proportion of Council Tax that was due that was collected	95.04%	94.75%+	55.37%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.65%	95.00%+	55.74%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	19.94 (Days)	20 (Days)	20 (Days)		
FS LI 07	Average time for processing notifications of changes in circumstances	2.96 (Days)	5.3 (Days)	5.6 (Days)		

Supporting Commentary






2016/17 Statement of Accounts audit opinion will be reported to the Business Efficiency Board on 27 September 2017

As part of the 2016/17 audit of the Council's Financial Statements Grant Thornton concluded that their work had identified no material weaknesses that are likely to impact on the Council's financial statements.

As part of the 2016/17 audit, Grant Thornton completed a high level review of the Council's internal audit arrangements and the work that internal audit has completed on the Council's key financial systems. The conclusion from that review is that Grant Thornton did not identify any issues that will impact on their audit approach.

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

Key Objectives / milestones

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



Supporting Commentary

The Organisational Development Strategy continues to be taken forward and training delivery continues with a policy framework now in place and operational and monitoring arrangements have been scheduled.

An analysis of agency demand is underway with an initial focus on Adult Social Care with resulting recommendations formulated for management consideration.

Monitoring activity continues in this area with meetings with supplier scheduled to enable future analysis and reporting.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	2.33 (Days)		
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,637	Not applicable	4,731	N / A	N / A
PPPE LI 02b	Total Staff (head count) (indicator for information only)	4,863	Not applicable	3,445	N / A	N / A
PPPE LI 02c	Total Agency Worker usage (number of placements – year to date)	New KPI from 2017/18 onwards	Not applicable	398	N / A	N / A
PPPE LI	Total Agency Worker usage	New KPI	Not	£593,243.26	N / A	N / A

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
02d	(cumulative cost – year to date)	from 2017/18 onwards	applicable			
PPPE LI 07	Average time to recruit (Management Team approval to employee start date)	61 (Days)	Not applicable	28 (Days)	N / A	N / A
PPPE LI 08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.05%	Not applicable	2.73%	N / A	N / A






Supporting Commentary

Levels of sickness absence at Q2 are performing better than the same period last year, with a slight reduction from Q1 2017/18. This may reflect a more accurate recording of information following the introduction of new policy in this area.

A previously reported, agency costs will decline following work being undertaken in this area of operations and training attendance remains positive.

ICT and Administrative Support Services

Key Objectives / milestones







Ref	Milestones	Q2 Progress
ICT 01b	Further development of Cloud Services Platform - March 2018.	
ICT 01c	SharePoint and Records Management enhancements - March 2018.	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2018.	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2018.	
ICT 02c	Improvement and enhancement of all web based customer interfaces - March 2018.	

Supporting Commentary

Roll-out of the new desktop facilities underway over 500 Virtual Desktops with approximately 300+ users now utilising the RDSH platform for desktop access. Over the coming months the roll out will expand to cover all remaining users.

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

Key Performance Indicators




Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.01%	99.00%	99.00		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.00		
ICT LI 04	Average working days from delivery to completion of a new PC.	9 (Days)	10 (Days)	9 (Days)		

Supporting Commentary

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

Legal & Democracy





Key Objectives / milestones





Ref	Milestones	Q2 Progress
FS 01	Review constitution - May 2017 .	
FS 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
FS 02b	To induct all new members by October 2017 .	

Supporting Commentary

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

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Day)	3 (Days)	1 (Day)		
LD LI 05	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

The number of Members receiving Personal Development Plans is performing well at quarter 2, with the figure slightly higher than last year. All other measures are showing positive levels of performance.

Community & Environment







Key Objectives / milestones



Ref	Milestones	Q2 Progress
CE 02a	Deliver a promotion and educational campaign - September 2017 and January 2018 .	

Supporting Commentary

The introduction of Universal Credit is yet another challenge the service faces in trying to increase/maintain pupil meal numbers, a marketing campaign had been prepared for all Primary schools for the start of the new term (September 2017) that has had a positive effect on meal numbers. This programme included taster sessions and visits to Parents Evenings etc.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	71.2%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	62.25%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.3%	65.00%	64.2%		

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 04	Take up of school lunches (%) – secondary schools.	64.7%	57.00%	56.74%		



Supporting Commentary

There is presently a delay in collating the information on Free School Meal Take Up (CE LI 02) due to the time lapse from registering for Universal Credit and being informed of acceptance that has caused the combined figure for UIFSM and those who are eligible for Free School Meals in Primary schools to fall. The School Meal Management team are looking at ways to reduce this lapsed time period.

Current levels of take up are encouraging given that these measures are subject to seasonal influence, such as the spring months and summer break.

Economy, Enterprise & Property





Key Objectives / milestones

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

Supporting Commentary

Options have been presented to Management Team and the detail of the Options Appraisal is presently being developed. Also the driving range construction is proceeding as planned. The commencement of the construction of the clubhouse is scheduled for January 2018.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	16,043 tonnes CO ₂ e (target 17/18)		
EEP LI 03	Occupancy of Widnes Market Hall	84%	84%	82%		

Supporting Commentary

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

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

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

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

The annual figure for this indicator is a year behind and therefore only reported in the following year.

The revised target for 2017/18 is 15,882.

Three businesses have left the market and two have downsized the number of stalls they trade from all citing declining trade for their business decision. Two new businesses have started trading and an existing business has expanded.

7.0 Financial Statements

FINANCE DEPARTMENT

Revenue Budget as at 30 September 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
Expenditure				
Employees	6,724	3,283	3,180	103
Premises	56	54	54	0
Supplies & Services	386	302	287	15
Insurances	1,299	835	814	21
Concessionary Travel	2,175	528	528	0
LCR Levy	2,175	0	0	0
Rent Allowances	50,200	21,504	21,504	0
Non HRA Rent Rebates	65	28	28	0
Discretionary Housing Payments	386	215	215	0
Discretionary Social Fund	154	70	70	0
Total Expenditure	63,620	26,819	26,680	139
Income				
Fees & Charges	-164	-117	-128	11
School SLAs	-837	-837	-837	0
NNDR Admin Grant	-166	0	0	0
Rent Allowances	-49,800	-22,773	-22,773	0
Clerical Error Recoveries	-400	-185	-185	0
Non HRA Rent Rebate	-65	-32	-32	0
Discretionary Housing Pmts Grant	-386	-136	-136	0
Housing Benefit Admin Grant	-510	-212	-212	0
Universal Credits	-130	-18	-18	0
Council Tax Admin Grant	-221	-221	-221	0
Transfer From Reserves	-251	0	0	0
Council Tax Liability Orders	-421	-372	-372	0
Reimbursement & Other Grant Income	-262	-263	-263	0
LCR Reimbursement	-2,175	0	0	0
Dedicated Schools Grant	-92	0	0	0
Total Income	-55,880	-25,166	-25,177	11
Net Operational Expenditure	7,740	1,653	1,503	150
Recharges				
Premises Support	315	158	158	0
Transport Recharges	6	3	3	0
Central Support Recharges	2,686	1,343	1,343	0
Support Recharges Income	-6,287	-3,133	-3,133	0
Net Total Recharges	-3,280	-1,629	-1,629	0
Net Department Expenditure	4,460	24	-126	150

Comments on the above figures

With regards to expenditure, employee costs is lower than budget profile due to vacant posts across all divisions within the Department. Further costs have been reduced by utilising external grant to offset staffing costs within Financial Management Division.

Supplies And Services Expenditure is below budget profile as effort has been made within the Divisions to reduce spend.

At quarter two insurances is below budget to date due to amount of liability excesses, these are dependent on amount of claims, so are variable.

At this stage the Department is forecast to underspend for the year to 31 March 2018.

POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT**Revenue Budget as at 30 September 2017**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<u>Expenditure</u>				
Employees	1,618	829	831	(2)
Employees - Apprenticeship	200	100	0	100
Employees Training	133	66	53	13
Supplies & Services	138	65	54	11
Apprenticeship Levy	300	0	0	0
Total Expenditure	2,389	1,060	938	122
<u>Income</u>				
Fees & Charges	-90	-45	-45	0
Schools SLAs	-416	-389	-389	0
Transfer from Reserves	-98	0	0	0
Total Income	-604	-434	-434	0
Net Operational Expenditure	1,785	626	504	122
<u>Recharges</u>				
Premises Support	60	30	30	0
Central Support Recharges	1,081	541	541	0
Support recharges Income	-2,926	-1,463	-1,463	0
Net Total Recharges	-1,785	-892	-892	0
Net Department Expenditure	0	-266	-388	122

Comments on the above figures

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

With regards to Employee costs these are above the budget profile due to not achieving staff turnover saving targets, but are offset against both Employees Training & Supplies and Services budgets for which there has been reduced spending.

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

At this stage the Department is forecast to underspend for the year to 31 March 2018.

ICT & SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 30 September 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<u>Expenditure</u>				
Employees	5,532	2,789	2,785	4
Supplies & Services	713	387	380	7
Capital Financing	1,594	120	120	0
Computer repairs & Software	525	209	191	18
Communication Costs	385	351	354	(3)
Transfer To Reserves	15	0	0	0
Total Expenditure	8,764	3,856	3,830	26
<u>Income</u>				
Fees & Charges	-1,116	-69	-69	0
School SLAs	-509	-499	-499	0
Total Income	-1,625	-568	-568	0
Net Operational Expenditure	7,139	3,288	3,262	26
<u>Recharges</u>				
Premises Support	381	191	191	0
Transport Recharges	5	2	2	0
Central Support Recharges	685	342	342	0
Support Recharges Income	-8,214	-4,107,	-4,107	0
Net Total Recharges	-7,143	-3,572	-3,572	0
Net Department Expenditure	-4	-284	-310	26

Comments on the above figures

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

With regards to expenditure, employee related expenditure is lower than the budget due to staff turnover and vacancies that exist within the Admin Division.

Computer Repair and Software is below budget profile as a result of reduced spend on contracts.

At this stage the Department is forecast to underspend for the year to 31 March 2018.

ICT & SUPPORT SERVICES DEPARTMENT

Capital Projects as at 30 September 2017

Capital Expenditure	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
IT Rolling Programme	1,100	550	514	550
Total Capital Expenditure	1,100	550	514	550

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 September 2017

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
<u>Expenditure</u>				
Employees	1,634	916	925	(9)
Supplies & Services	304	156	150	6
Civic Catering & Functions	27	15	14	1
Legal Expenses	223	124	110	14
Mayoral Allowances	22	0	0	0
Total Expenditure	2,210	1,211	1,199	12
<u>Income</u>				
Land Charges	-105	-48	-39	(9)
School SLAs	-80	-80	-80	0
Licence Income	-261	-116	-112	(4)
Other Income	-26	-13	-13	0
Transfer From Reserves	-10	0	0	0
Total Income	-482	-257	-244	(13)
Net Operational Expenditure	1,728	954	955	(1)
<u>Recharges</u>				
Premises Support	187	94	94	0
Transport Recharges	36	18	18	0
Central Support Recharges	313	156	156	0
Support Recharges Income	-1,732	-866	-866	0
Net Total Recharges	-1,196	-598	-598	0
Net Department Expenditure	532	356	357	(1)

Comments on the above figures

In overall terms, spending is marginally above budget profile at the end of the second quarter. With regards to expenditure, employee expenditure is above budget due to staff savings targets not being achieved.

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

With regards to Income, Land Charges are dependent on number of applications, so generation of income is variable dependant on buoyancy of housing market.

At this stage the Department is forecast to spend within the available budget for the year to 31 March 2018.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 30 September 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (Overspend) £'000
<u>Expenditure</u>				
Employees	13,311	6,851	7,096	(245)
Other Premises	1,965	1,182	1,163	19
Supplies & Services	1,634	812	729	83
Book Fund	167	89	86	3
Hired & Contracted Services	1,098	459	441	18
Food Provisions	570	309	351	(42)
School Meals Food	1,983	714	709	5
Transport	55	37	29	8
Other Agency Costs	442	149	136	13
Waste Disposal Contracts	5,775	2,165	1,969	196
Grants To Voluntary Organisations	67	21	3	18
Grant To Norton Priory	172	86	88	(2)
Rolling Projects	108	108	108	0
Capital Financing	84	10	7	3
Total Expenditure	27,431	12,992	12,915	77
<u>Income</u>				
Sales Income	-2,104	-1,118	-1,024	(94)
School Meals Sales	-2,324	-886	-915	29
Fees & Charges Income	-5,387	-3,041	-2,952	(89)
Rents Income	-297	-90	-32	(58)
Government Grant Income	-1,246	-31	-31	0
Reimbursements & Other Grant Income	-677	-378	-375	(3)
Schools SLA Income	-99	-98	-96	(2)
Internal Fees Income	-191	-78	-61	(17)
School Meals Other Income	-2,096	-1,664	-1,663	(1)
Catering Fees	-182	-91	-35	(56)
Capital Salaries	-123	-31	-28	(3)
Rolling Projects Income	-108	0	0	0
Transfers From Reserves	-173	-165	-165	0
Total Income	-15,007	-7,671	-7,377	(294)
Net Operational Expenditure	12,424	5,321	5,538	(217)
<u>Recharges</u>				
Premises Support	1,760	880	880	0
Transport Recharges	2,072	920	917	3
Departmental Support Services	9	0	0	0
Central Support Services	3,467	1,769	1,769	0
Asset Charges	85	0	0	0
HBC Support Costs Income	-449	-291	-291	0
Net Total Recharges	6,944	3,278	3,275	3
Net Department Expenditure	19,368	8,599	8,813	(214)

Comments on the above figures

The net Department spend is £214,000 over budget profile at the end of the second quarter of the 2017/18 financial year.

Employee spend is currently over budget due partly to staff turnover saving targets not being achieved and casual and agency usage at the stadium and for catering being greater than expected. Spend on casual staff is exceeding the available budget to date by £100,000, although £13,000 less than at this point last year. Agency spend has reduced in the past quarter and is £51,000 less than at this point last year.

Food and bar provisions are currently overspent by £ 42,000 to date. This is mainly due to spend at stadium catering and bars related to events which took place over the summer months.

New arrangements are still not yet fully in place for Waste Contracts and as a result costs for the current year are lower than forecast. It is expected once the new contract is wholly operational costs will increase and be more in line with the annual budget.

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

After the second quarter sales income is still considerably short of the target to date by £93,000. This is mainly food and drink related and evident on commercial catering and the Stadium.

Fees and charges are also struggling to meet increased targets. Currently this is underachieved by £89,000 across the Department. The main items causing this are architect fees, burials, Open Spaces chargeable works, stadium pitch bookings, Trade Waste and fines for depositing litter.

Internal fees are under budget target so far and mainly due to little room hire income received in Leisure Centres, Stadium Catering and Fitness.

The Brindley theatre has faced a reduction in ticket sales after the terrorist attack in Manchester earlier this year when there was a noticeable fall in sales. Increased income targets mean that this service is likely to end the year with an overspend position. Where income has usually overachieved and offset overspending expenditure, there is little scope for this to happen this year. However despite this, net spend is still likely to be lower than last year partly meeting the saving target.

COMMUNITY & ENVIRONMENT DEPARTMENT

Capital Projects as at 30 September 2017

	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Works	30	0	0	30
Peel House Cemetery Works	383	100	70	313
Runcorn Cemetery Extension	9	9	11	-2
Open Space Schemes	602	250	242	360
Childrens Playground Equipment	55	10	6	49
Playground – The Glen	25	0	0	25
Playground – Runcorn Hill Park	75	75	66	9
Playground – Crow Wood Park	450	30	21	429
Landfill Tax Credit Scheme	160	0	0	160
Phoenix Park	110	10	2	108
Sandymoor Playing Fields	600	100	74	526
Victoria Park Glass House	150	0	0	150
Widnes Recreation	0	0	9	-9
Litter Bins	20	10	10	10
Norton Priory Project	455	5	2	453
Brindley Café Extension	80	0	0	80
Total	3,204	599	513	2,691

Comments on the above figures.

Work has now commenced on the open spaces schemes and parks and has now been set as rolling programme of works to span the next 5 years.

Works on the Brindley Café Extension, Victoria Park Glass House and Norton Priory Project are now likely to commence during the last quarter of 17/18 with the bulk of the scheme to completed in 18/19.

ECONOMY ENTERPRISE & PROPERTY

Revenue Budget as at 30 September 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<u>Expenditure</u>				
Employees	4,620	2,255	2,266	(11)
Repairs & Maintenance	2,294	862	861	1
Premises	43	42	42	0
Energy & Water Costs	642	238	208	30
NNDR	538	510	495	15
Rents	353	258	254	4
Economic Regeneration Activities	42	1	1	0
Supplies & Services	2,777	924	924	0
Grant to Non Vol Organisations	87	29	29	0
Agency Related	1	0	0	0
Total Expenditure	11,397	5,119	5,080	39
<u>Income</u>				
Fees & Charges	-291	-122	-125	3
Rent – Markets	-789	-392	-391	(1)
Rent – Investment Properties	-161	-74	-68	(6)
Rent – Commercial Properties	-879	-355	-353	(2)
Government Grant	-3,025	-780	-780	0
Reimbursements & Other Income	-182	-110	-111	1
Recharges to Capital	-162	-46	-46	0
Transfer from Reserves	-637	-163	-163	0
Schools SLA Income	-532	-502	-497	(5)
Total Income	-6,658	-2,544	-2,534	(10)
Net Operational Expenditure	4,739	2,575	2,546	29
<u>Recharges</u>				
Asset Rental Support Costs	4	0	0	0
Premises Support Costs	1,746	874	874	0
Transport Support Costs	23	11	11	0
Central Support Service Costs	1,865	958	958	0
Repairs & Maintenance Recharge Income	-2,412	-1,206	-1,206	0
Accommodation Recharge Income	-2,624	-1,312	-1,312	0
Central Support Service Recharge Income	-1,890	-945	-945	0
Net Total Recharges	-3,288	-1,620	-1,620	0
Net Department Expenditure	1,451	955	926	29

Comments on the above figures

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

The negative variance on employee costs is lower than was reported in quarter 1 due to an additional vacancy. However the targets against staff turnover savings are still not being met due to the low number of vacancies held within the Department.

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

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

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

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

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

Every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the Department for the remainder of the financial year. It is forecast net spend at year end will be below the annual budget.

ECONOMY ENTERPRISE & PROPERTY

Capital Projects as at 30 September 2017

Capital Expenditure	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	4,966	63	63	4,903
Sci Tech Daresbury – EZ Grant	483	0	0	483
Johnsons Lane Infrastructure	66	0	0	66
Decontamination of Land	50	0	0	50
Venture Fields	6,000	6	6	5,994
Former Crossville Site	1,150	926	926	224
Signage at The Hive	87	87	87	0
Widnes Market Refurbishment	100	53	53	47
Equality Act Improvement Works	150	37	37	113
Linnets Club House	1,379	634	634	745
Milton Road (Former Simms Cross Caretakers House)	14	0	0	14
Widnes Road Car Park, 29-31 Moor Lane & Land at Halebank	235	235	235	0
The Croft	30	0	0	30
Broseley House	690	0	0	690
Total Capital Expenditure	15,400	2,041	2,041	13,359

Comments on the above figures.

3MG – Alstom have now opened the Transport Technology Centre and the Training Academy. Halton Employment Partnership have supported the recruitment of the new employees and the first cohort of apprenticeship have started their training programme.

Some expenditure will take place over the next quarter, this will be to reimburse Alstom for costs they have already incurred in relation to Council projects such as the rail sidings and installing the gas and water provision for the whole site.

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

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

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




Linnets Club House – Work is continuing on site and should be complete October.

Venture Fields - Factory on site is now complete and long term lease has been signed. The total cost of the development less the retention fees will be paid in quarter 3.




8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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