Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 1 – 1st April 2018 – 30th June 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 first quarter of 2018/19 for service areas within the remit of the Corporate Policy and Performance Board.

1.2   Key priorities for development or improvement in 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

Benefits Division

Universal Credit

2.2   On 7th June 2018 the Department for Works and Pensions (DWP) announced a number of changes it is making to Universal Credit (UC) relating to people who move on to UC. The main changes are as follows:

- Claimants in receipt of Severe Disability Premium will remain on legacy benefits until they are moved to UC as part of the DWP's managed migration plans. At this point they will qualify for transitional protection if their legacy entitlement is more than their UC payment.
- The DWP will strengthen incentives for parents to take up temporary work by making sure receipt of child care costs does not erode transitional protection.
- The DWP will ensure that short term increases in earnings don't end transitional protection.
- The DWP will disregard capital over £16,000 for claimants that they move from tax credits to UC for 12 months.

2.3 The DWP have confirmed that as part of the process of implementing these changes, the migration of all claimants to UC will be completed in March 2023 and the Government will begin incorporation of Housing Benefit for pensioners into Pension Credit once the UC migration is complete. This means that councils can expect to continue to deliver Housing Benefit for pensioners into the next Parliament beyond 2022.

Information sharing with HMRC

2.4 From April 2018 the Council has been able to share Housing Benefit (HB) overpayment information with Her Majesty's Revenues and Customs (HMRC) thereby adding the recovery of unpaid HB overpayments.

Revenues and Financial Management Division

Statutory Accounts

2.5 Following closure of the 2017/18 year-end accounts, the draft Statement of Accounts was signed off by the Operational Director, Finance on 31 May 2018 (a month earlier than previously required) and passed to external auditors for them to undertake the audit of the accounts. The findings of the audit were reported to the Business Efficiency Board on 25 July 2018 with no significant issues raised and as a result an unqualified Audit Certificate will be provided.

2017/18 Financial Outturn

2.6 The 2017/18 outturn was reported to the Executive Board on 14 June 2018. Net expenditure for the year was £1.0m above the approved budget of £103.3m. The level of the general fund balance as at 31 March 2018 stands at £5.0m, which is considered a prudent balance following review of the Council's earmarked reserves. School balances at year-end total £3.8m which will carry forward into 2018/19. Capital expenditure for the year was £114.7m, which is 99.4% of the total capital programme of £115.4m (which assumes a 20% slippage between years).

Spring 2017 Budget Discretionary Business Rate Relief

2.7 The Council has received £81k in Government grant funding to help support those businesses that face steep increases in their business rates bills as a result of the 2017 revaluation exercise. The Council has fully distributed these funds to local businesses, providing additional relief to 371 separate accounts.

Audit, Procurement & Operational Finance

Annual Governance Statement

2.8 As required by the Accounts and Audit Regulations 2015 the Council's Annual Governance Statement (AGS) has been published on the Council's website. The AGS was formally approved by the Business Efficiency Board at its meeting on 25 July 2018. The document explains the processes and procedures in place to enable the Council to carry out its functions effectively and is produced following a review of the Council's governance arrangements and includes an action plan to address any significant governance issues identified.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Apprenticeships

2.9 Progress has been made with the development of opportunities for existing and new apprentices within the Council. Recent reporting shows that 16 of 19 apprentices who started prior to April 2017 have completed their apprenticeship and obtained work with the Council (these were all placements set up under the pre-2017 government apprenticeship framework).

2.10 There are currently 17 operational apprenticeship placements across the Council which have been set up under the new framework and use Apprenticeship Levy funding to provide for training costs. One 'new' apprenticeship has been completed and the apprentice has secured employment with the Council. At the time of writing, a further six apprenticeship placements are being recruited to.

2.11 A total of 39 existing employees will be undertaking a wide range of apprenticeship based training to develop new skills in their respective fields. In summary, there are currently 62 individuals within the scope of apprenticeship activity within the Council.

Learning & Development

2.12 The Learning & Development team have recently undertaken a review of the e-learning platform and its modules. The platform has been updated and over 100 modules uploaded to ensure a wide range of modern, relevant and interesting subjects are available. The new look platform has been launched through internal Council communication routes and posters have been placed in Council buildings to raise awareness of the e-learning available to employees.

2.13 The uptake of e-learning modules has been impressive since the launch in May 2018, with 867 employees completing a wide variety of modules, when compared with the same period last year 303 employees had completed modules, an increase of 186%. This has demonstrated the need to continually promote and update the e-learning platform and reflects a large appetite for learning within the Council.

2.14 The Council has been approached to take on more payroll work under SLA's to service a range of educational establishments. This indicates the high regard in which the service is held, but can create challenges in terms of balancing the generation of additional income against the resources available to deliver the activity. Appropriate growth within the Pay & Pensions Service is currently being explored in order to be able to maximise these opportunities.

ICT Infrastructure

Security Compliance Accreditations achieved

2.15 During the period, the Council has achieved a number of compliance accreditations which will continue to allow authorisation to deliver key services such as.

- The continued delivery of the Youth Offending Service.
- Adults and Children's Social Care interaction with the NHS/CCG/Health Partners.
- Health and Social care network compliance again allowing digital interaction between all HSCN partners (NHS, Police, CCG, Care Partners etc.)
- The ability to deliver a Revenues and Benefits Service and interact digitally with the DWP and with other Government Agencies.

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

2.16   The authorities' in house Cloud Services Delivery and Cloud Desktop upgrade continues to be successfully rolled out across all users and feedback has been extremely positive in terms of the added flexibility offered by the solution and the simplified and faster management of issues. The programme will continue as additional resource is allocated to the programme to move the phase 1 delivery closer to completion.

2.17   Schools administrators – Head Teachers and a growing number of the authorities teaching staff are now accessing the Halton Cloud Desktop Services successfully through both a corporate "MyDesk.halton.gov.uk" access route and a curriculum "EDU1.learning.net" route.

2.18   A trial is now underway delivering a virtual school through the Halton Cloud EDU1 route for pupils currently excluded from the formal schools environment.

Contact Centre

2.19   The Contact Centre continues to take calls for all Council services and during the first quarter of this financial year (2018/19), handled 22,651 calls with the average wait time being 5 minutes and resulting in 29,907 cases being logged relating to the customers enquiries. Below are the top ten service call categories.

Service	Cases	%
Waste Management	6474	21.65%
Council Tax	6169	20.63%
Adult Social Care	4281	14.31%
Emergency Duty Team	2204	7.37%
Children's Social Care	2068	6.91%
Corporate Processes	1680	5.62%
Benefits	1290	4.31%
Registrar	1109	3.71%
Environmental	1088	3.64%
Highways	776	2.59%

Schools ICT Programme

2.20   The Council has adapted and changed its services to schools and academies over the past few years in order to meet their changing requirements. The service offers a comprehensive pack of support which will now be extended to offer General Data Protection Regulation (GDPR) support Service Level Agreements (SLA) for all schools.

Smooth wall web filtering and web management

2.21   This new solution is now live across corporate and Schools, with the Libraries implementation to take place in the quarter 2 of 2018/19. This system will now monitor all users internet usage in quite some detail, most importantly this system will allow the authority across all of its schools to manage and monitor the prevent agenda which is intended "to reduce the risk to the UK and its interests overseas from terrorism, so that people can go about their lives freely and with confidence."

Guest WiFi

2.22 Guest Wi-Fi is now available in all libraries, and fully managed to user level and will linked to the Smooth Wall web management software extending the prevent agenda into the borough's Libraries and public access areas such as the Markets and Community Centre's.

Library desktop replacement hardware

2.23 A project is underway looking at a compliant managed solution to replace the existing equipment within the library environment – a solution that will be capable of user identification and registration given the open public access and potential criminal activity that may occur.

Reablement Service

2.24 The introduction of enhanced ICT system will now facilitate real time monitoring of reablement visits for clients at home, ensuring clients get the visit times and durations that are planned for them with missed visits being flagged up immediately so they can be rectified. The system has been deployed and staff are currently being trained.

Inward Investment

2.25 An in house development of the Cemeteries and Crematorium booking and payment system has been successfully marketed on a commercial basis and further enhancements to system currently being developed.

2.26 Simms Cross Primary has now moved over to the HBC services SLA for all hardware support the roll-out is currently underway. Additionally with the new GDPR for Schools service currently 15 schools have signed up for the new chargeable SLA services, with a number of other schools considering taking on the service.

Legal and Democracy

2.27 The local election was carried out successfully in May and all new Members have attended the induction programme with the revised Constitution being approved at Annual Council on 18th May.

Property Services

Widnes Market

2.29 The roofing works are generally progressing well, they are slightly behind programme however due to the difficultly in replacing the glazed panels within a working environment, completion now being anticipated in September.

Vine Street Centre

2.30 Works to refurbish the Vine Street Centre for North West Boroughs Healthcare are complete. The final arrangements with regards the lease are being finalised following which they will take occupation of the ground floor.

The Bridge School

2.31   The project to develop a vocational centre for the Bridge school within an existing industrial unit in Astmoor is progressing well. The main contractor started the works on site in May with the anticipated completion being for the September 2018 term.

Well Windmill Hill

2.32   Following a further workshop a preferred option for the Well Windmill Hill Integrated Hub has now been agreed. It is proposed to have an open session for local residents towards the end of July to present the proposals to them. Community Shop remain committed to the project, and the next stage will be to secure funding for the development.

Halton Lodge Primary & Beechwood Primary Schools

2.33   Statutory consultation is currently being carried out with regards the provision of Social, Emotional and Mental Health (SEMH) units at both the above schools. The units will each cater for up to 6 pupils in foundation stage/Key Stage 1 with SEMH needs and a report will be presented to Executive Board in due course with regards the outcome of the consultation. In parallel with the consultation period a feasibility study will be developed for both sites identifying how these are best delivered within associated budget costs.

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

Revenues and Financial Management Division

Medium Term Financial Strategy

3.2   Work is underway to update the Medium Term Financial Strategy. The Budget Working Group (BWG) has had an initial meeting to start the process for identifying future savings. As part of this exercise work has begun on benchmarking analysis using CFO Insights, a software tool which compares costs and outputs across the whole range of Council services.

Local Government Finance

3.3   MHCLG have recently issued a consultation on the Government's intended approach for the final year (2019/20) of the multi-year local government finance settlement. The Council will contribute towards a Sigoma (Special Interest Group of Municipal Authorities) wide response. Further consultations are expected later in the summer on the Fair Funding Review which will be implemented in 2020/21.

<u>Audit, Procurement & Operational Finance</u>

Insurance tender

3.4   Pre-procurement work is underway in preparation to retender elements of the Council's insurance programme, which are now in the fifth and final year of long term agreements and expire on 31 March 2019. The procurement process will cover the Council's insurance brokerage service and the policy covers for Professional Indemnity, Officials' Indemnity, Public Liability and Employer's Liability.

Human Resources, Organisational Development, Policy, Performance and Efficiency

2019/20 New NJC Pay Spines

3.5   As previously reported, within the NJC 2019/20 pay award, new pay spines are to be introduced. An initial analysis has indicated that the introduction of these new pay spines does not significantly impact upon grading structure used in Halton, although there are some considerations to be explored and resolved around additional points that fall within some grades. Representatives from HR and the trade unions have scheduled work in for September 2018 to deal with the implementation of this.

ICT Infrastructure

<u>Email Security</u>

3.6   The authorities' external security consultants have conducted a social engineering attack in the form of an email designed to resemble an email sent from within the authority. This email was constructed in a manner to raise some concerns but also in a manner that would intentionally dupe a number of employees into responding by inserting their User Name and Passwords into a fake portal. Unfortunately this did catch out a number of Officer and Members who did access the fake portal.

3.7   As Officers and Members we have to be vigilant in terms of such attacks as in reality no amount of technical security solutions or specialist systems can stop an individual unintentionally giving away their secure access credentials in this way.

3.8   The ramifications for the authority are huge and as users we have a responsibility to remain vigilant to such attacks. Any user who feels an email is in any way suspicious should not access any links and should contact the IT helpdesk at the earliest opportunity.

3.9   IT services along with any reputable organisation would never ask any user to divulge their password by email. The service is happy to offer training to all Officers and Members – guidance is also available on the intranet within the ICT portal.

EFA Mail Appliance:

3.10   Mail filtering for spam is an ever increasing overhead – with the advent of the current McAffee filtering solution becoming end of life and the vendors taking the decision to no longer support the system a new solution has been sought and was deployed over the 2nd weekend in July. The system is now configured and working and will be fine-tuned over the coming months to suit the needs and requirements of the authority.

Adult Learning Device Replacement Programme

3.11   The Adult Learning device replacement programme has been approved and will link in with the Schools Cloud Desktop programme that is due to start in August. This is a major piece of work but one that will allow agile working across all learning platforms. Again this will be linked to upgrades to the Libraries Wifi systems and the way the public utilise computing devices within the libraries.

IT Helpdesk

3.12   A formal review of the IT Helpdesk service will be undertaken in line with the deployment of the new Halton Cloud Services platform, this will be focused upon client requirements and the expected role into the future of this service. The helpdesk is now linked to the contact centre systems allowing for voice recording and a greater level of statistical analysis.

Contact Centre

3.13   Contact Centre Management are working with the Telehealthcare Service to modernise the service. Over the next few months the service will move to the Barcelona Model of operation which will involve upgrading the system to use new software "Service Manager" giving the Telehealthcare Officers remote access to the new system when working within a client's property.

3.14   Referrals for the service are taken within the Contact Centre and these will be loaded directly into Service Manager capturing far more information at initial point of contact than the authority can currently. It is anticipated that the Service Manager Model will be deployed during September and following the initial upgrade to the Telehealthcare call handling system in June.

Catering, Stadium and Registration Services

The Pitch

3.15   Quotes are currently being sourced to replace the artificial turf/carpet pitch in October 2018, it will take approximately 6 weeks to replace and has been scheduled for Quarter 3.

Property Services

Mersey Gateway Temporary Use Areas

3.16   Given some overrun on Mersey Gateway works the handback of temporary use areas will need to be rescheduled and a meeting has now been arranged with Merseylink for Quarter 2 to discuss this issue in more detail.

Agile Working

3.17   The new agile/flexible working policy has now been published following a number of drop in briefing sessions for staff. Additional Agile working areas have now been created and are available for use and locations are included in the new Agile Working Policy available on the Intranet. The policy can be accessed via the following link:

Emissions Reduction Pledge 2020

3.18   Following on from the publication of the Government's Clean Growth Strategy in October 2017 further guidance will be published in July 2018 in respect of the new voluntary target of 30% reduction in carbon emissions by 2020/21, based on a baseline year of 2009/10. The guidance also outlines the new

'Emissions Reduction Pledge 2020' which has been introduced, which local authorities as well as the wider public sector are encouraged to sign up to and report against the new targets.

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 will be monitored in Quarter 2.

5.0   High Priority Equality Actions

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

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

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	Q1 Progress
FS 01a	Report 2019 – 22 Medium Term Financial Strategy to Executive Board - **November 2018.**	✔
FS 01b	Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - **March 2019**.	✔

Ref	Milestones	Q1 Progress
FS 02c	Provide **quarterly** monitoring reports on the overall budget to Executive Board.	✔
FS 03a	Publish the Statement of Accounts following external Audit by **31st July 2018**.	✔
FS 04a	Establish Treasury Management Policy and report to Council - **March 2018**.	✔
FS 04b	Provide monitoring reports to Executive Board on a **bi-annual** basis.	✔
FS 05a	Establish and report prudential indicators to Council - **March 2018**.	✔
FS 05b	Provide monitoring reports to the Executive Board on a **bi-annual** basis.	✔

Supporting Commentary

Work has commenced to develop budget proposals and the Statement of Accounts being on track for publication and all other milestones are on track.

All reports to date have been issued as scheduled and the budget monitoring and prudential indicator reports are scheduled to be presented to Executive Board in September and November respectively.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes	✔	⟷
FS LI 02	Receive positive annual comment from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes	✔	⟷
FS LI 03	Proportion of Council Tax that was due that was collected	94.62%	95.00%	28.06%	✔	⬇
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.21%	97.00%	30.34%	✔	⬆
FS LI 05	Average time for processing new claims (Housing & Council Tax Benefit)	18.79 (Days)	20 (Days)	18.79 (Days)	✔	⬆
FS LI 06	Average time for processing notifications of changes in circumstances	5.3 (Days)	6 (Days)	8.54 (Days)	?	⬇

Supporting Commentary

The 2017/18 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 25 July 2018. In the 2017/18 Audit Findings report the Council's external auditor concluded that the risk in regard to the Council's financial position and sustainability was sufficiently mitigated and the Council has proper arrangements.

In the Value for Money opinion the external auditor concluded that the Council had proper arrangements in all significant respects to ensure it delivered value for money in its use of resources.

Council Tac collection is down by 0.19% compared with the same point last year. The impact of the council tax reduction scheme is continuing to be felt on collection levels although the budgeted level of Council Tax for 2018/19 is expected to be achieved.

At the end of quarter 1 there is an increase in Business Rates collection of 0.75% compared to the same point last year and this falls within expected levels of variance.

New claims processing times have improved when compared to this time last year (20.93 days) although the increase in Universal Credit (UC) Claimants in Halton is having a negative impact on processing Council Tax Reduction changes in circumstances.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy **May 2018**	✔
PPPE 01b	Review and refresh annual training calendar **September 2018**.	✔
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions **April, September, December 2017, and March 2019.**	✔
PPPE 01d	Development of Management Development Programme **September 2018**	✔
PPPE 02a	Establish 10 new apprentice placements within the Council consistent with the requirements of legislation **March 2019**	✔
PPPE 02b	Establish 10 new existing employee apprenticeships to enable up-skilling in a range of business areas compliant with the requirements of Apprenticeships legislation **March 2019**	✔
PPPE 03a	Monitor the impact of the new Absence Management policy quarterly – support with financial and data analysis – **June, September, December 18 and March 2019**	✔
PPPE 03b	Demonstrate improved wellbeing, cost reduction and productivity enhancement over the financial year 2018 – 19, through a review of data and engagement with managers and employees **March 2019.**	✔

PPPE 04a	Review analysis and consider most appropriate resourcing mix in collaboration with service management in areas of highest Agency usage **September 2018**	✔
PPPE 04b	Implement resourcing plans with service management in appropriate areas **September 2018**	✔
PPPE 04c	Ongoing monitoring of agency usage and spend **April, September, December 2018, and March 2019.**	✔

Supporting Commentary

Formation of new Organisational Development Service in early 2018 is now enabling a focus on Organisational Development Need. Actions within the strategy are in scope of current activity, with consideration being given to revising the strategy to reflect the changing nature of the organisation during this financial year.

Basis of the Development Management Programme is constructed, with consideration being given to the appropriate blend of delivery and interaction required to enable effective delivery. ILM qualifications form part of this offer.

Refer to narrative in Key Developments for further detail concerning apprenticeships. It is planned that 39 existing employees will engage in apprenticeship levy compliant L&D in this year.

Reporting of the Absence Management Policy for June 2018 is currently being compiled. Indications are that the implementation of the new policy has had a positive impact.

Agency usage monitoring activity forms part of the role of the recently introduced Recruitment & Resourcing team. Expertise from the Efficiency Programme is being trained into this area. Work has been undertaken in Adult Social Care, with a focus on care facilities recently transferred in, to seek and effective balance of agency / established resources. Work ongoing to refine further.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	10.28 (Days)	10	2.93	?	⬇
PPPE LI02a	Total Full Time Equivalent Staffing Establishment	3,470	For info only	3,474	For info only	For info only
PPPE LI02b	Total Staff (head count) (indicator for information only)	4,648		4,631		
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	685 Placements	650	197 Placements	?	⬇
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	£1,718,283 (Gross Cost)	£1.5m (gross)	£419,149 (Gross Cost)	N / A	⬇

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
PPPE LI03	% of training delegates attending as proportion of places reserved	89.00%	90.00%	91.18%	✔	⬆
PPPE LI04	The percentage of top 5% of earners that are					
	a) women	56.86%	50.00%	58.17%	✔	⬆
	b) from BME communities.	2.53%	1.50%	3.45%	✔	⬆
	c) with a disability	0.86%	8.00%	0.87%	✖	⬆
PPPE LI05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.45%	10.00%	1.42%	✖	⬆
PPPE LI06	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	1.00%	✔	⬆
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	69 (Days) (Q3 2017/18)	Baseline to be determined 18/19	81.44 (Days)	N / A	N / A
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.70%	TBC	3.12%	N / A	⬇
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	10	20 (Government target is 55)	5	✔	⬆

Supporting Commentary

Potential for absence indicator to be slightly outside of target at year end as a consequence of more accurate reporting resulting from the implementation of the new Absence Management policy.

Number of agency worker placements, and associated costs should show a reduction over time however spend is showing an increase in Quarter 1.

Training continues to be well attended and the introduction of the GDPR has resulted in a higher level of school attendance. This indicator is subject to fluctuation and will continue to be monitored.

At period end there is positive movement on all three staff component indicators, however recruitment in to 5% of earners is very limited, and as such scope for significant change is low.

The introduction of a new Applicant Tracking System (ATS) means that information relating to average time to recruit will be more accurate than previously reported but means that direct comparison with previously reported data will be inappropriate.

During Q1 18/19, 149 posts were vacated of a headcount of 4,631. There have been five new apprenticeship starts and one Apprentice, in Open Space Services, has completed their apprenticeship and gone on to acquire a permanent position within HBC. The total number of apprenticeships within the Council currently stands at 17.

Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - **March 2019**.	✓
ICT 01b	Further development of Cloud Services Platform - **March 2019**.	✓
ICT 01c	SharePoint and Records Management enhancements **- March 2019**.	✓
ICT 01d	Interactive Web Services Enhancement and further SharePoint Integration - **March 2019**.	✓
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - **March 2019**.	✓
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - **March 2019**.	✓
ICT 02b	Continuing workflow implementation - **March 2019**.	✓
ICT 02c	Improvement and enhancement of all web based customer interfaces - **March 2019**.	✓
ICT 02d	Continued development of document management and distribution services - **March 2019.**	✓
ICT 03a	Continual development of the I Want Admin Portal - **March 2019**.	✓
ICT 03b	Develop and enhance operational Records Management Unit Services - **March 2019**.	✓

Supporting Commentary

Roll-out of the new desktop facilities underway with over 1000 Virtual Desktop Users with 600 + now utilising the Remote Desktop Session Host (RDSH) platform for desktop access – roll-out to continue over the coming months to cover all users

Commercialisation will remain a focus together with the development of existing client opportunity. Mersey Travel, Sefton and now the Cemeteries system deployed to a 3rd party. Other opportunities for the deployment of Agresso are currently under discussion.

The Records Management Unit is central to the development of the multitude of projects associated with data governance, digitisation of paper records and the development of many services such as centralised post and print. Through enhancements linked to the Records Management Unit and the proposed procedural evaluation of the service developments will evolve in line with business need.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI01	Average availability of Council servers	99.07%	99.00%	99.49%	✔	⬆
ICT LI02	Average availability of the Council's WAN Infrastructure	99.03%	99.00%	98.90%	✔	⬇
ICT LI03	School support SLA - % of calls responded to within agreed target					
	Priority 1	93.00%	85.00%	100.00%	✔	⬆
	Priority 2	94.00%	90.00%	92.00%	✔	⬇
	Priority 3	100.00%	95.00%	100.00%	✔	⬌
	Priority 4	100.00%	95.00%	100.00%	✔	⬌
ICT LI04	Average working days from delivery to completion of a new PC.	10 (Days)	10 (Days)	10 (Days)	✔	⬌

Supporting Commentary

All indicators remain have achieved their annual target levels with only minor variances in performance in comparison to the same period in the previous year.

Legal & Democracy

Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01	Review constitution - **May 2018**.	✔
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 2018**.	✔

Supporting Commentary

The revised Constitution was approved at Annual Council in May.

All Members are given the opportunity to have a MAP meeting but this is a matter of personal choice. All new Members took part in the induction programme during Quarter 1.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)	✔	⟷
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100%	70%	✔	⬆
LD LI03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)	✔	⟷
LD LI04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Days)	3 (Days)	1 (Day)	✔	⟷
LD LI05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%	✔	⟷

Supporting Commentary

All indicators are performing as well as at the same period in the previous year and are expected to meet their respective targets for the current financial year.

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 01a	Deliver a promotion and educational campaign (school meals) - **September 2018** and **January 2019**.	✔

Supporting Commentary

An educational Campaign is programmed for September 2018 for the new pupils starting secondary school.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	78.20%	80%	79.8%	✔	⬆
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	71.88%	75%	76.1%	✔	⬆
CE LI 03	Take up of school lunches (%) – primary schools.	63.36%	65%	62.2%	✔	⬇
CE LI 04	Take up of school lunches (%) – secondary schools.	61.22%	55%	65%	✔	⬆

Supporting Commentary

At this point in time all measures are positive.

Economy, Enterprise & Property

Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP 06a	To complete the construction of Widnes Market roof	✔
EEP 06b	Complete the construction of Crow wood park pavilion	✔
EEP 06c	To complete the refurbishment of the Halton Suite and relocation of staff – **March 2019**	✔
EEP 06d	To complete the retender of the property services consultant services contract	✔

Supporting Commentary

EEP 06a
Works to Widnes Market due for completion early Autumn with works due to start on the Crow Wood Park Pavilion Site in late July, completion in early 2019 with Halton Suite being due to commence on site towards the end of 2018 with a view to being completed by year end.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO_2e)	16,043 tonnes CO_2e (actual 16/17)	15,882 tonnes CO_2e (target 17/18)	N / A	N / A	N / A
EEP LI 05	Occupancy of Widnes Market Hall.	83.0%	83%	83%	✅	⬅➡
EEP LI 06	Unit Costs – office accommodation (reported annually).	£1,153	£1,124	N / A	N / A	N / A

Supporting Commentary

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

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

The annual figure for this indicator is a year behind and therefore only reported in the following year. The collation of the figures takes time as such the actual figure for 2017/18 will be report in the 2nd quarter of 2018/19 monitoring period. The target for 2018/19 will be a 1% reduction on the 2017/18 figure.

The occupancy of the market has remained relatively unchanged over the last year. This is despite experiencing a decline in footfall figures and the unseasonably cold and warm weather.

The figure for 2017/18 was £128 lower per workstation than the previous year giving a reduction of 10%. The figure can only be calculated at year end due to the nature of the costs involved. (Reported on an annual basis).

7.0 Financial Statements

FINANCE DEPARTMENT

Revenue Budget as at 30th June 2018

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
Expenditure				
Employees	5,488	1,303	1,293	10
Supplies & Services	353	122	105	17
Insurance	1,071	511	502	9
Rent Allowances	50,200	8,204	8,204	0
Non HRA Rent Rebates	65	13	13	0
Discretionary Social Fund	154	18	18	0
Discretionary Housing Pyts	387	66	66	0
Concessionary Travel	2,175	0	0	0
LCR Levy	2,241	2,241	2,241	0
Total Expenditure	**62,134**	**12,478**	**12,442**	**36**
Income				
Clerical Error Recovery	-400	-19	-19	0
Rent Allowances	-49,800	-8,793	-8,793	0
Other fees & Charges	-210	-52	-57	5
Non HRA Rent Rebate	-65	-7	-7	0
New Burdens Grant	-61	-61	-77	16
Dedicated Schools Grant	-96	0	0	0
Discretionary Hsg Payment Grant	-387	0	0	0
Hsg Benefit Admin Grant	-510	-92	-83	(9)
Universal Credits	-130	0	0	0
Council Tax Admin Grant	-211	-211	-211	0
Council Tax Liability Order	-411	-247	-271	24
Business Rates Admin Grant	-165	0	0	0
Schools SLAs	-858	-858	-851	(7)
LCR Reimbursement	-2,241	-2,241	2,241	0
Reimbursements & Other Grants	-183	-46	-37	(9)
Transfer from Reserves	-101	0	0	0
Total Income	**-55,829**	**-12,627**	**-12,647**	**20**
Net Operational Expenditure	**6,305**	**-149**	**-205**	**56**
Recharges				
Premises Support	8	2	2	0
Central Recharges	2,356	589	589	0
Central Recharge Income	-4,641	-1,155	-1,155	0
Net Total Recharges	**-2,277**	**-564**	**-564**	**0**
Net Department Expenditure	**4,028**	**-713**	**-769**	**56**

Comments on the above figures

In overall terms revenue spending at the end of quarter 1 is under budget, due to a number of expenditure and income budget areas.

Employee budgets are based on full time equivalent staffing numbers of 158.

Salaries are currently underspent due to vacancies across all three divisions within the department. Some of these vacancies are expected to continue until the end of the financial year, and the staffing outturn position on employer costs will be dependent on when the vacancies are filled. Further costs have been reduced by offsetting expenditure against external grants within the Revenues & Financial Management Division.

Supplies and services are currently underspent due to tighter control of spending from mangers across the whole Finance Department.

Insurance costs are below budget at the end of quarter one due to the amount of liability excesses; the outturn position is dependent on the amount of claims received.

New Burdens Grant has been received in respect of legislative changes and is currently greater than forecast for the year to date. There has been a reduction in the amount of grant for Housing Benefit Administration, but the extra grant monies received will offset the shortfall. Universal Credit Grant is variable based on number of customers we deal with, so outturn figure is not guaranteed.

Overall the Department is forecast to underspend for the year.

POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT

Revenue Budget as at 30th June 2018

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance to Date** (Overspend) £'000
Expenditure				
Employees	1,857	416	451	(35)
Employees Training	133	36	36	0
Supplies & Services	140	34	26	8
Apprentiship Levy	300	3	3	0
Total Expenditure	**2,430**	**489**	**516**	**(27)**
Income				
Fees & Charges	-93	0	-3	3
Schools SLAs	-426	-384	-384	0
Transfer from Reserves	-98	0	0	0
Total Income	**-617**	**-384**	**-387**	**3**
Net Operational Expenditure	**-1813**	**105**	**129**	**(24)**
Recharges				
Premises Support	12	3	3	0
Central Support Recharges	-1,042	-260	-260	0
Support recharges Income	-783	-196	-196	0
Net Total Recharges	**-1813**	**-453**	**-453**	**0**
Net Department Expenditure	**0**	**-348**	**-324**	**(24)**

Comments on the above figures

Spend at the end of the first quarter is over the profiled budget to date.

Employee budgets are based on full time equivalent staffing numbers of 42.

The negative variance in relation to the employee budget position is due staff turnover saving targets not being met due to minimal vacancies. This variance might be reduced if the employee training budget can be used to offset, but this won't be known until the training applications are completed and costs known.

Within supplies and services there has been a conscious effort to reduce expenditure during the year to date.

Based on current expenditure it is forecast the department overspend for the year will be £95,000.

ICT and Support Services

Revenue Budget as at 30th June 2018

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance to Date** (Overspend) £'000
Expenditure				
Employees	6,766	1,691	1,738	(47)
Supplies & Services	769	217	190	27
Capital Financing	1,607	19	44	(25)
Computer Repairs & Software	934	584	568	16
Communication Costs	385	45	66	(21)
Transfer from Reserves	15	0	0	0
Total Expenditure	**10,476**	**2,556**	**2,606**	**(50)**
Income				
Fees & Charges	-841	-15	-24	9
Schools SLA Income	-522	-481	-479	(2)
Reimbursements & Other Grant Income	-15	-8	-6	(2)
Total Income	**-1,378**	**-504**	**-509**	**5**
Net Operational Expenditure	**9,098**	**2,052**	**2,097**	**45**
Recharges				
Premises Support Recharges	605	151	151	0
Transport Recharges	8	2	2	0
Central Support Recharges	1,063	266	266	0
Support Services Income	-10,504	-2,626	-2,626	0
Net Total Recharges	**-8,828**	**-2,207**	**-2,207**	**0**
Net Department Expenditure	**270**	**-155**	**-110**	**(45)**

Comments on the above figures

In overall terms spending is above the budget profile at the end of the first quarter.

Employee budgets are based on full time equivalent staffing numbers of 244.

The negative variance on employee costs is due to targets against staff turnover savings not being met. However turnover in Admin posts and vacancies held within the ICT Department could offset some of these costs. There is also a large efficiency savings target set against staffing but this has been projected to be achieved through income generation.

Within supplies and services there has been a conscious effort to reduce expenditure.
Computer repairs and software will be under budget due to a reduction in contract costs and this should offset the variance expected in capital financing budget. Communication costs are above budget due to Telephone and Internet charges.

Overall there is expected to be increased income generation which once finalised should offset some of the projected negative outturn position, the effect of this cannot be projected at this point until negotiations are finalised and figures confirmed.

ICT and Support Services

Capital Projects as at 30th June 2018

Capital Expenditure	2018/19 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
ICT Rolling Capital Programme	700	48	48	0
Total Capital Expenditure	**700**	**48**	**48**	**0**

Comments on the above figures.

It is expected that this capital programme will fully spend by year end.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30th June 2018

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	**Variance to Date** (Overspend) £'000
Expenditure				
Employees	1,746	467	465	2
Supplies & Services	290	112	106	6
Civic Catering & Functions	56	14	10	4
Legal Expenses	223	42	37	5
Total Expenditure	**2,315**	**635**	**618**	**17**
Income				
Land Charges	-78	-19	-19	0
School SLAs	-79	-79	-79	0
Licence Income	-245	-44	-44	0
Fees & Charges Income	-55	-9	-9	0
Total Income	**-457**	**-151**	**-151**	**0**
Net Operational Expenditure	**1,858**	**484**	**467**	**17**
Recharges				
Premises Support	155	39	39	0
Central Support Recharges	346	87	87	0
Support Recharges Income	-1,742	-436	-436	0
Net Total Recharges	**-1,241**	**-310**	**-310**	**-0**
Net Department Expenditure	**617**	**174**	**157**	**17**

Comments on the above figures

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

Employee budgets are based on full time equivalent staffing numbers of 39.

With regards to expenditure, employee expenditure is below budget due to a vacancy which is due to be filled and as a result of a post holder taking up flexible retirement. These savings have been offset by the staff turnover savings target.

With regards to expenditure, every effort is being made to ensure that expenditure of controllable budgets is kept to a minimum.

Legal Expenses are dependent on number of cases, but it is expected that there will be a reduction of costs if claims stay at same level as previous years.

Overall the department is forecast to underspend for the year.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 30 June 2018

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
Expenditure				
Employees	13,887	3,467	3,574	**(107)**
Other Premises	2,016	763	771	**(8)**
Supplies & Services	1,508	363	364	**(1)**
Book Fund	160	48	43	**5**
Hired & Contracted Services	1,002	152	172	**(20)**
Food Provisions	512	106	115	**(9)**
School Meals Food	1,980	403	406	**(3)**
Transport	55	23	20	**3**
Other Agency Costs	381	141	136	**5**
Waste Disposal Contracts	5,900	1,550	1,550	**0**
Grants To Voluntary Organisations	67	14	2	**12**
Grant To Norton Priory	172	86	87	**(1)**
Rolling Projects	0	6	6	**0**
Capital Financing	88	11	11	**0**
Total Expenditure	**27,728**	**7,133**	**7,257**	**(124)**
Income				
Sales Income	-2,056	-499	-460	**(39)**
School Meals Sales	-2,368	-446	-437	**(9)**
Fees & Charges Income	-6,153	-1,780	-1,639	**(141)**
Rents Income	-225	-86	-72	**(14)**
Government Grant Income	-1,198	-53	-2	**(51)**
Reimbursements & Other Grant Income	-671	-99	-97	**(2)**
Schools SLA Income	-76	-76	-76	**0**
Internal Fees Income	-171	-43	-35	**(8)**
School Meals Other Income	-1,526	-7	-10	**3**
Capital Salaries	-123	0	0	**0**
Rolling Projects Income	0	-40	-45	**5**
Transfers From Reserves	-11	-11	-11	**0**
Total Income	**-14,578**	**-3,140**	**-2,884**	**(256)**
Net Operational Expenditure	**13,150**	**3,993**	**4,373**	**(380)**
Recharges				
Premises Support	1,558	389	389	**0**
Transport Recharges	3,069	663	663	**0**
Departmental Support Services	9	0	0	**0**
Central Support Services	3,655	978	978	**0**
Asset Charges	93	0	0	**0**
HBC Support Costs Income	-421	-223	-223	**0**
Net Total Recharges	**7,963**	**1,807**	**1,807**	**0**
Net Department Expenditure	**21,113**	**5,800**	**6,180**	**(380)**

Comments on the above figures

The net Department budget is £380,000 over budget profile at the end of the first quarter of the 2018/19 financial year.

Employee budgets are based on full time equivalent staffing numbers of 477.

Employee spend is over the budget profile for the quarter with the department failing to achieve the staff turnover savings target of £120,680 for the period April to June. Casual usage across the Department is £68,544 over the profiled budget to date. Agency spend is over £17,000 higher than what it was at the same stage last year, mainly within the school meals and open spaces areas.

In setting the 18/19 budget some income targets were reduced were possible to reflect the issues in achieving set targets. Despite this, pressures continue in the current year and along with staffing represent the biggest budget concerns for the Department. There are large underachievement's against targets on leisure centre income due to cancelled classes as vacancies cannot be filled. Other areas where income targets are not being achieved include catering, event income, sponsorship income and architect fees within the Open Spaces division.

Government Grant income has recently been dealt a blow due to a large reduction in income due for School Free Meals. Free children numbers appear to have fallen dramatically in the last few years and the pressure on this source of funding has been exacerbated by more academies and also a further school leaving the service to take up an external provider.

Hired and Contracted services is currently over budget by £20,000 mainly due to increased match day spend at the Stadium and additional crematorium spend for mercury abatement.

Rental income could be a concern with Liverpool and Everton ladies not currently allowed to play at the Stadium under FIFA regulations. It is hoped this can be addressed with the laying of the new pitch at the stadium but this is some months off from happening and stands to impact on future rental income.

Based on current demand and estimated income streams it is forecast the department will be approximately overspent by £1.6m at the end of the year.

COMMUNITY & ENVIRONMENT DEPARTMENT

Capital Projects as at 30th June 2018

	2017-18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	50	13	13	**37**
Stadium Pitch	300	0	0	**300**
Stadium – Karalius Suite reconfiguration	200	0	0	**200**
Brindley Cafe Extension	80	6	6	**74**
Children's Playground Equipment	61	0	-2	**63**
Landfill Tax Credit Schemes	340	0	0	**340**
Upton Improvements	13	0	0	**13**
The Glen Play Area	41	0	0	**41**
Runcorn Hill Park	5	3	3	**2**
Crow Wood Park Play Area	478	3	3	**475**
Open Spaces Schemes	611	41	41	**570**
Peelhouse Lane Cemetery	500	0	0	**500**
Peelhouse Lane Cemetery - Enabling Works	33	0	0	**33**
Pheonix Park	100	0	0	**100**
Victoria Park Glass House	170	0	0	**170**
Sandymoor Playing Fields	1,032	72	72	**960**
Widnes & Runcorn Cemeteries - garage & storage	190	0	0	**190**
Litter Bins	20	0	0	**20**
Total	**4,224**	**138**	**136**	**4,088**

Comments on the above figures.

Works at Peelhouse Lane cemetery were delayed due to bad weather earlier in the year. The 2nd phase was due to start in July 2018.
Work at Crow Wood Park is due to commence at the end of July 2018.
Work at Pheonix Park commenced on site in June 2018.

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Revenue Budget as at 30th June 2018

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
Expenditure				
Employees	4,881	1,194	1,213	**(19)**
Repairs & Maintenance	2,214	607	607	**0**
Premises	51	9	9	**0**
Energy & Water Costs	668	151	149	**2**
NNDR	536	536	538	**(2)**
Rents	346	120	120	**0**
Economic Regeneration Activities	37	2	2	**0**
Supplies & Services	1,822	554	554	**0**
Grants To Voluntary Organisations	20	5	5	**0**
Agency Related	19	0	0	**0**
Capital Financing	74	74	74	**0**
Total Expenditure	**10,668**	**3,252**	**3,271**	**(19)**
Income				
Fees & Charges Income	-307	-21	-22	**1**
Rent – Markets	-786	-190	-188	**(2)**
Rent – Investment Properties	-133	-33	-33	**0**
Rent – Commercial Properties	-996	-67	-71	**4**
Government Grant Income	-2,267	-319	-319	**0**
Reimbursements & Other Grant Income	-70	-18	-18	**0**
Schools SLA Income	-504	-467	-451	**(16)**
Capital Salaries	-100	-12	-12	**0**
Transfers From Reserves	-952	-224	-224	**0**
Total Income	**-6,115**	**-1,351**	**-1,338**	**(13)**
Net Operational Expenditure	**4,553**	**1,901**	**1,933**	**(32)**
Recharges				
Premises Support	1,965	491	491	**0**
Transport	26	5	5	**0**
Asset Charges	4	0	0	**0**
Central Support Services	2,121	565	565	**0**
Accommodation Income	-2,396	-599	-599	**0**
Repairs & Maintenance Income	-2,402	-601	-601	**0**
Central Support Income	-2,042	-510	-510	**0**
Net Total Recharges	**2,724**	**-649**	**-649**	**0**
Net Department Expenditure	**1,829**	**1,252**	**1,284**	**(32)**

Comments on the above figures

Economy Enterprise & Property net spend is currently above the projected budget and this is expected to remain the case for the financial year to 31 March 2019.

Employee budgets are based on full time equivalent staffing numbers of 122.

The negative variance on employee costs at Quarter 1 is due to staff turnover saving targets not being met as a result of the low number of vacancies held within the Department. Where possible, vacancies will not be filled in year and agency staff will be kept to a minimum and only used in mandatory areas.

Commercial properties held by the Council are fully occupied and this is reflected in the income to date. Quarter 1 shows we have over achieved on rental income and this is profiled to continue in year.

School SLA income I not likely to be achieved this financial year. The increase in staffing costs means the SLA charges have increased, which in turn meant that schools are choosing to use alternative services.

Every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the financial year.

Capital Projects as at 30th June 2018

	2018-19 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	499	23	23	**476**
Sci Tech Daresbury – EZ Grant	382	0	0	**382**
Solar Panel Golf Course	1,278	16	16	**1,262**
Decontamination of Land	50	0	0	**50**
Former Crossville Depot	440	0	0	**440**
Advertising Screen at The Hive	100	0	0	**100**
Venture Fields	41	0	0	**41**
Widnes Market Refurbishment	1,191	265	265	**926**
Equality Act Improvement Works	150	0	0	**150**
Linnets Club House	287	2	2	**285**
Kingsway House Moves	200	0	0	**200**
Broseley House	1,190	711	711	**479**
The Croft	30	0	0	**30**
Total	**5,838**	**1,017**	**1,017**	**4,821**

Comments on the above figures.

Widnes Market Refurbishment - Electrical works are now complete on site. Re-roofing and internal works are still ongoing and should be completed this Financial Year.

Broseley House - Purchase of the property has been finalised. Works to make the building safe and secure are taking place. Resurfacing of the carpark outside the building is complete.

Solar Panel Golf Course – Planning permission was approved in May allowing the Council to procure a Technical Consultant to provide professional technical advice on the delivery of the project.

8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

Symbol		Objective	Performance Indicator
Green	✓	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	*Indicates that the annual target <u>is on course to be achieved</u>.*
Amber	U	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.	*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*
Red	✗	Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	*Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.*

Direction of Travel Indicator

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