

# Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 1 – 1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018**

## 1.0 Introduction

- 1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

## 2.0 Key Developments

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

### Financial Services

#### *Universal Credit*

- 2.2 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.

#### *Statutory Accounts*

- 2.3 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*

- 2.4 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*

- 2.5 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*

2.6 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.

## **Policy, People, Performance & Efficiency**

### *Apprenticeships*

2.7 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. 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.

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

### *Revenue Generation*

2.9 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. The possibility of commercially driven growth within the Pay & Pensions Service is currently being explored and evaluated in order to be able to maximise these opportunities and further exploit revenue generation opportunities.

## **ICT and Support Services**

### *Security Compliance Accreditations achieved*

2.10 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.)

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

2.11 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. The programme will continue as additional resource is allocated to the programme to move the phase 1 delivery closer to completion.

2.12 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 access route and a curriculum route and a trial is now underway delivering a virtual school route for pupils currently excluded from the formal schools environment.

#### *Contact Centre*

2.13 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.

<b>Service</b>	<b>Cases</b>	<b>%</b>
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%

#### *Smooth wall web filtering and web management*

2.14 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."

2.15 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.

#### *Reablement Service*

2.16 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.

#### *Revenue Generation*

2.17 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 the system are currently being developed.

- 2.18 Simms Cross Primary has now moved over to the HBC services SLA for all ICT hardware support the roll-out is currently underway with 15 schools having signed up for the new chargeable General Data Protection Regulation SLA service, with a number of other schools considering taking on the service.

## **Economy, Enterprise and Property**

### Investment and Development Services

#### *Sci-Tech Daresbury*

- 2.19 Planning permission granted for next phase of delivery (Project Violet) of 3 new office buildings totalling 42,000ft<sup>2</sup> and the Joint Venture Board has been exploring delivery funding options.
- 2.20 SkillsSpace proposals are being refined with a view to continuing with an offer on campus using the LCR SIF Skills Capital and a revised bid will be submitted in July. This will no longer be housed within Project Violet but more likely on the Science & Technology Facilities Council (STFC) campus. The Joint Venture Board has established a new Skills sub-group, formalising existing arrangements. The Skills Group will look at an ongoing skills strategy and skills brokerage delivery.

#### *Murdishaw Estate Regeneration*

- 2.21 A Murdishaw Regeneration Steering Group has been established to take forward the estate regeneration outlined in the Vision Framework. The Group will commission a masterplan in the first quarter of 2018/19.

#### *3MG*

- 2.22 Alstom have relocated all the Preston workforce and activity to Widnes and Stobart are making good progress on their new Widnes Head Quarters for Stobart's Energy and Rail divisions which will open in August 2018.

#### *Castlefields*

- 2.23 Lakeside Phase 2 is now completed. Lakeside Phase 3 (45 two and three bed homes by Keepmoat) has commenced under licence, with good progress being made on site. Access road to Phoenix Park was upgraded in April / May. Construction expected to take 12 months to complete, with Keepmoat indicating that early buyer interest in the development has been positive.

#### *External Funding*

- 2.24 External funding of £777,000 has been secured during this quarter with £754,000 being secured by Catalyst Science Discovery Centre and Museum from Wellcome/BEIS's Inspiring Science Fund for an upgrade of its science offer.
- 2.25 27 requests for support were received this quarter with approximately 20 bids are being drafted to the value of around £11 million with 24 pipeline bids (34M) being progressed and 8 schemes (24M) being monitored.

## *Liverpool City Region Business Growth Programme*

- 2.26 The Halton Business Growth Programme continues to progress well. The programme has engaged with 231 businesses. To date 115 businesses have been assisted and 24 jobs created. There are currently an additional 41 businesses participating in the Halton Business Growth Programme. The Halton Business Growth Programme has until December 2018 to meet a Company Assists target of 123 and a Jobs Created target of 108.

### *Employment, Learning & Skills*

- 2.27 The LCR Apprenticeship Hub delivered a very successful large Skills Show at the Exhibition Centre Liverpool on the 18 June, with over 4000 visitors in attendance from across the City Region. The event presented 104 exhibition stands hosted by 109 different organisations and offered a very interactive experience for those taking part. In addition to the Skills Show, over 140 delegates attended an awards ceremony to recognize the achievements of apprentices and the contribution local companies have made towards apprenticeships in the region.

### Property Services

- 2.28 The roofing works to Widnes Market are generally progressing well however due to the difficulty in replacing the glazed panels within a working environment completion is now anticipated in September.
- 2.29 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.
- 2.30 The project to develop a vocational centre for the Bridge school within Astmoor is progressing well. The main contractor started the works on site in May with the anticipated completion being for the September 2018 term.
- 2.31 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 and the next stage will be to secure funding for the development.

## **Policy, Planning & Transportation**

### *Traffic*

- 2.32 During the last quarter the Emergency Planning team assisted with four incidents including a fire, large water main burst, a suspect package and chemical spillage on the highway. Representatives from Halton attended the Major Live COMAH Exercise for Vertellus which took place in June 2018, due to the site being within Knowsley but on the border with Halton and therefore could affect residents if there was an actual incident.
- 2.33 A new Contract for the Maintenance of Intelligent Transport Systems (ITS), which includes traffic signals, variable message signs (VMS), etc. commenced on 1<sup>st</sup> April 2018 and is for an initial period of 6 years with options to extend with four 1 year extensions. Halton was the lead procurement authority for the tender, which covers all the Liverpool City Region authorities.

## Highway Development

- 2.34 West Bank – Widnes Loops link road, and Runcorn SJB delinking at the end of Runcorn viaduct, are now moving to detailed design phase with Schemes and Maintenance with the Highway Development team taking on a regulatory role. The programme anticipates commencement of works early 2019.
- 2.35 Procurement work is progressing on replacement of small bridges and boardwalks with a composite material. Funding bids are being progressed to Liverpool City Region for a European Funding bid for 'green' cycle links from North West Widnes to the Silver Jubilee Bridge.
- 2.36 Work on regeneration schemes has significantly increased as delivery of the Mersey Gateway Regeneration Plan Plus gets underway. However there has been difficulty recruiting to a new temporary post created to cover this area of work.
- 2.37 Work is ongoing to prepare design and business case to deliver on EA Flood Risk funding allocation at Windmill Hill and the Council is contributing to the production of the Liverpool City Region Local Cycling and Walking Infrastructure Plan, as required by Department for Transport, which considers investment priorities over the next 10 years.

## Community & Environment

### Library Service & Community Centres

- 2.38 The new Library Service strategy has been approved and is now available on the library website.
- 2.39 Disappointingly, and for the first time in 5 years, income from Community Centres has failed to achieve the combined annual income target for 2017/18. Whilst the majority of the centres were not a considerable distance away from their respective targets, Upton missed its income target by circa £30k. This can largely be attributed to the setting of unsustainable income targets that have arisen following a number of years of high income generation at the centre.
- 2.40 Over recent months the Council has been supporting a local volunteer group, Wonky Garden, who have been working to improve the outdoor space at Ditton and Grangeway Community Centres. A formal arrangement has been put in place in which Wonky Garden take on responsibility for the development and maintenance of some dedicated outdoor space at both Centres.
- 2.41 With the support of volunteers, local schools, community groups and users of the respective community centres, Wonky Garden have designed some exciting proposals for the outdoor areas at both sites. Once the proposed work has been completed, service users, members of the public and local residents will be encouraged to make use of the improved space at both centres.
- 2.42 Customer satisfaction surveys were completed for the Community Centre's service in Quarter 1. 383 users took part in the survey and 95% of respondents rated the Centres between 8-10 out of 10. When asked what the most important factors were, and how the Council was doing in respect of each, users responded as follows:

FACTOR	IMPORTANCE Extremely/Very Important	HOW ARE WE DOING? Excellent/Good
Friendliness / helpfulness of staff	376	367 (98%)
Cleanliness in public areas and toilets	369	353 (96%)
Building condition / maintenance	369	332 (90%)

### *Stadium and Leisure and Sports Development Services*

- 2.43 The Karalius Suite is to undergo major works which will see the capacity increase from 120 to around 180 and this will allow the Stadium to offer better facilities at an affordable price and in addition will allow the development of the Halton Suite into office accommodation.
- 2.44 The Leisure Service continues to face recruitment difficulties particularly with regard to Swimming Instructors and Leisure Attendants although following a restructure and a number of appointments the Fitness Team is now up to full strength. Regrettably there have also been a number of service delays, across the sites due to sickness and technical issues with Runcorn Swimming Pool being the most affected.
- 2.45 There been a number of successful events hosted during quarter 1 which included a KLC Galas event which attracted an attendance of 300 and a Charity Boxing event attracting an audience of 350. A Water safety workshop was also carried out by British Rowing and capsized drills in the water with an Active Kidz Club booking agreed weekly through summer holidays which will be a multi-sport event to include archery, tennis, rugby and football.
- 2.46 The service has also worked in partnership with OBA to run a National Pool Lifeguard Qualification course with successful candidates having an opportunity to apply to be a Leisure Attendant and work continues in partnership with Ormiston Bolingbroke Academy to take on work experience students
- 2.47 Centre Membership Totals

<b>Centre</b>	<b>17/18</b>	<b>18/19</b>	<b>Change</b>
Kingsway	1,334	1,223	-111 (-8%)
Brookvale	864	675	-189 (-21%)
Runcorn	243	248	+5 (+2%)
Totals	2,441	2,146	-295 (-12%)

- 2.48 A Summer Holiday Programme of activities has been developed, trialling a family couch to 2k running at Victoria Park and Runcorn Hill Park. Other sessions include Freestyle Football, with Tennis, Archery and Table Tennis being brought to the Parks. Sport development will also be supporting the PPX, VPX and various other fun days including Murdishaw and Castlefields community centres fun days. Sport Development is also working in partnership with HIT to run the summer fit camp again after the success of last years.

## 3.0 Emerging Issues

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

### **Financial Services**

#### *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 Ministry of Housing Communities and Local Government 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.

### **Policy, People, Performance & Efficiency**

#### *2019/20 New NJC Pay Spines*

- 3.4 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 and Support Services**

#### *Email Security*

- 3.5 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.
- 3.6 The ramifications for the authority are significant and as users all Officers and Members 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.
- 3.7 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 in this regard and guidance is also available on the intranet within the ICT portal.



### *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.

### *Contact Centre*

- 3.12 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.
- 3.13 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.

## **Economy, Enterprise and Property**

### *Business Growth Programme/Place Marketing ERDF Programme Extension*

- 3.14 A partnership of City Region Local Authorities and Chambers of Commerce have delivered the 'Business Growth Programme' for a period of six years and 'Place Marketing, Inward Investment' project for a period of three years utilising ERDF Priority 3 funding. An extension to both projects was, therefore, sought by the partnership for a further three years
- 3.15 Both projects have been appraised by the Combined Authority (CA) and informal feedback received. Most pertinently that feedback is seeking an increase in programme outputs, typically more businesses assisted. This will require either a revision of the Halton Borough Council cost/output model, given match funding is finite, or alternatively the Council to reaffirm its commitment to the existing model, given the Halton cost model is considerably cheaper than other partners, and encourage the CA to find the increase number of outputs elsewhere

### *Bid Writing Charging Policy*

- 3.16 A Charging Policy will be introduced from 1 September 2018 and there will be a fee for all bids written for the private sector and a sliding scale of charges for the voluntary/community sector with an exemption for any organisation that holds less than £10,000 in unrestricted funds.

### *Funding Updates*

- 3.17 The funding environment remains buoyant, with some substantial grant programmes on offer. There is a need to focus on key Governmental funding streams, including the Industrial Strategy Challenge Fund, as well as the Single Investment Fund (SIF) at Liverpool City Region (LCR) level, and ensure bids from Halton are being submitted.
- 3.18 There is a focus on winding down of European Structural and Investment Funds (ESIF) programme in England although some calls still due to be released with a deadline for funding agreements to be in place by March 2020. Work will be undertaken to prepare for the Shared Prosperity Fund which is due to replace ESIF post-Brexit.

3.19 Support for leads of the Impact Areas within the Mersey Gateway Regeneration Plan Plus in relation to funding requirements will be increased in order that opportunities are maximised.

#### *Employment, Learning & Skills*

3.20 A mini restructure in consultation within Halton People into Jobs (HPIJ) staff will commence in quarter 2 as a result of the Work Programme contract coming to a close in March 2019 and having to put an Exit Plan in place.

3.21 The Combined Authority is working on a number of online resources to support in the field of employment and skills and this includes a new Liverpool City Region Learn website and a set of Progression Pathways information sheets for key sectors in the City Region. Both resources align to the work of the LCR Careers Hub and are due to be launched prior to exam results in August 2018.

3.22 The National College for High Speed Rail and Alstom have signed a collaboration agreement and an initial meeting of key stakeholders, in which Halton will be represented, will take place in July.

#### Property Services

##### *Mersey Gateway Temporary Use Areas*

3.23 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.

##### *Emissions Reduction Pledge 2020*

3.24 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.

#### **Policy, Planning & Transportation**

##### *Logistics*

3.25 The Council has received notification of significant changes to commercial bus services operated in the borough. The most notable changes are that both the 79c and 82a services will be withdrawn and replaced by a new 500 service and X1 service respectively. This will mean a route change for the X1 with Castlefields no longer served by the service. The changes will also mean passengers will in some areas, need to change services to complete current direct journeys.

##### *Planning and Development*

3.26 The government is expected to issue the revised National Planning Policy Framework (NPPF) in the coming Quarter and this will set out new policy measures that the Council will need to consider and take account of in Plan Making and determining applications.

## *Structures*

- 3.27 A few working days on the SJB arch re-painting scheme have been lost to adverse weather during Quarter 1. With poor weather experienced during the previous quarter, there are several weeks of cumulative delay to the programme and the main contractor is seeking to recover lost time through additional weekend working.
- 3.28 There have been complaints from residents in Runcorn and Widnes regarding noise and disturbance due to night working operations on and in the vicinity of SJB. Matters have been raised with the main contractor for the SJB arch re-painting works and the appropriate steps taken although following investigation it appears that the majority of the noise was emanating from Network Rail's works on the adjacent railway viaduct.

### **4.0 Risk Control Measures**

Risk control forms an integral part of the Council's Business Planning and Performance Monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2015 – 16 Directorate Business Plans.

Progress concerning the implementation of all Directorate high-risk mitigation measures is included in the Appendices.

### **5.0 High Priority Equality Actions**

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

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://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

## 6.0 Performance Overview

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

### Financial Services











#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01a	Report 2019 – 22 Medium Term Financial Strategy to Executive Board - <b>November 2018.</b>	
FS 01b	Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - <b>March 2019.</b>	
FS 03a	Publish the Statement of Accounts following external Audit by <b>31<sup>st</sup> July 2018.</b>	
FS 04a	Establish Treasury Management Policy and report to Council - <b>March 2018.</b>	
FS 05a	Establish and report prudential indicators to Council - <b>March 2018.</b>	

#### 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.

#### 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)		

### 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 Tax 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

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>May 2018</b>	
PPPE 01d	Development of Management Development Programme <b>September 2018</b>	
PPPE 02a	Establish 10 new apprentice placements within the Council consistent with the requirements of legislation <b>March 2019</b>	
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 <b>March 2019</b>	
PPPE 03a	Monitor the impact of the new Absence Management policy quarterly – support with financial and data analysis – <b>June, September, December 18 and March 2019</b>	
PPPE 04c	Ongoing monitoring of agency usage and spend <b>April, September, December 2018, and March 2019.</b>	

### 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 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	
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%		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
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.

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.

### ICT and Support Services

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - <b>March 2019</b> .	
ICT 01b	Further development of Cloud Services Platform - <b>March 2019</b> .	







Ref	Milestones	Q1 Progress
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2019.</b>	
ICT 02c	Improvement and enhancement of all web based customer interfaces - <b>March 2019.</b>	
ICT 02d	Continued development of document management and distribution services - <b>March 2019.</b>	
ICT 03b	Develop and enhance operational Records Management Unit Services - <b>March 2019.</b>	

### 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.

### 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 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.



**Key Objectives / milestones**











Ref	Milestones	Q1 Progress
FS 01	Review constitution - <b>May 2018</b> .	
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 <b>by October 2018</b> .	

**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.

**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
PPT 01	Review progress against LCR SJB maintenance strategy and deliver 2018/19 major bridge maintenance works programme.	
PPT 02	To deliver the 2018/19 LTP Capital Programme <b>March 2019</b> .	
PPT 03	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 04	Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act.	
PPT 06	Ensure that at least one exercise is carried out each financial to test the COMAH plans <b>March 2019</b>	

**Supporting Commentary**

Activities within Year 3 of the LCR are proceeding in line with the agreed schedule.

Construction works are due to commence in the next Quarter on Year 3 STEP programme to improve parking and access to Runcorn East Rail station, improvements to cycling and walking from Runcorn Town Centre to Widnes Town centre across a reconfigured Silver Jubilee bridge deck, improvements to Bridgewater Canal tow path from Runcorn town centre to Murdishaw and walking and cycling improvements along Astmoor Busway.

Work is ongoing on Halton's response to the new Highway Management Code of Practice, and ensuring continuous improvement on Self-Assessment for Incentive Funding, to deliver lifecycle planning and steady state maintenance. This is being done in conjunction with Liverpool City Region Combined Authority. However further consideration needs to be given to long term investment in highway condition.

Footway reconstruction programme is progressing well with works programmed for Woodview, Brookdale, Caldwell Road, Crawford Ave, Maple Ave, Sandy Lane Boston Ave and Holloway









Carriageway resurfacing works have been carried out at Mill Lane roundabout, Bridgewater Street, Greenway Road, Watkinson Way, Barkers Hollow, Bankfield Road and design works are progressing for the carriageway maintenance programme for the remainder of the year

The annual programme of Bus Stop upgrades will continue although with ITB funding considerably reduced this year we will not be able to upgrade as many stops as in previous years.

A funding bid is being prepared to enable a Salt Barn to be built at Depot at Picow Farm Road. This will help eliminate salt wastage and free up room at the depot.

Review of the Highway Safety Inspection Policy and guidance will be reviewed in the next period for implementation in October to bring the policy in line with and a COMAH Exercise planned for later in the year

### Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
PPT LI 02	Net additional homes provided	369 (2017/18)	552	369 (2017/18)	N/A	N/A
PPT LI 03	Number of affordable homes delivered (gross)	92 (2017/18)	138	92 (2017/18)	N/A	N/A
PPT LI 04	Processing of planning applications (%) as measured against targets for,					
	a) 'major' applications	83	60%	100%		
	b) 'minor' applications	95	80%	96%		
	c) 'other' applications	96	80%	95%		
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100%	100%		
PPT LI 15	% of network where structural maintenance should be considered:					
	a) Principal Roads	0.3%	2.00%	N/A	N/A	N/A
	b) Non-Principal Roads	1.00%	4.00%	N/A	N/A	N/A
	c) Unclassified Roads	3.46%	9.00%	N/A	N/A	N/A

### Supporting Commentary

Housing completion figures are reported annually at year end.

All planning application processing measures remain above target.





Due to the specific nature of planning applications being determined on a case by case basis (different sites, with different proposed developments from different applicants with different ambitions) it is difficult to achieve 100% for each category every quarter, however each outcome is significantly above target.

Repair to damage to roads and pavements remains positive and Annual structural surveys will be undertaken and collated and results reported later in the year.

In line with the Highways Asset Management Plan consideration needs to be given to further overall long term investment and highway condition. Note that this figure doesn't measure those highways which are starting to deteriorate, where works may be required to prevent failure and more costly repairs.

## Community & Environment

### Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 0 1a	Deliver a School Meals promotion and educational campaign - <b>September 2018</b> and <b>January 2019</b> .	
CE 02a	Deliver the Library Strategy meeting identified local targets - <b>March 2019</b>	
CE 04a	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection Policy - <b>March 2019</b> .	
CE 04b	Undertake a review of the Council's Waste Management Strategy and associated Policies and update as necessary - <b>March 2019</b> .	

### Supporting Commentary

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

The delivery of learning opportunities continues and the Summer Reading Challenge starts soon and this year's theme is [Mischief Makers](#). We have an exciting programme of themed activities taking place across the summer holidays to keep children engaged with reading, and this year we are launching our lunch club. A joint project with the school meals service will provide for all children attending a library summer event having a free packed lunch.

















Reading Well for mental health collection was launched earlier this month at the Wellcome Trust and is available in all our libraries and more information is available [here](#). Produced as part of the Universal Health Offer for libraries this [infographic](#) demonstrates the role of libraries in supporting health and wellbeing.

The Home Library Service now provides a library service to over 100 customers who are unable to visit our buildings and due the success of the service we are now recruiting a Support Worker to add to the team.

Quarter 1 a 'Kerbside Recycling Guide' booklet was delivered to all householders. The aim of providing this booklet was to help householders understand the full extent of materials that can be recycled through the kerbside collection service and also how items should be presented for collection. Increasing awareness of these issues will increase recycling levels, improve the quality of the recyclable materials collected and help save money by reducing disposal costs.

A review of current Waste Management Policies and practices has commenced and Members will receive progress updates throughout the year.

### 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.	551kgs	65%	62.2%		
CE LI 04	Take up of school lunches (%) – secondary schools.	43.80%	55%	65%		
CE LI 05	Residual household waste per household.	551kgs	590kg	141kg		
CE LI 06	Household waste recycled and composted.	43.80%	44%	43%		
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	574,045	400,000	145, 087		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	614,045	600,000	149, 425		

### Supporting Commentary




The take up of free school meals and lunches has remained positive during quarter 1.



Household waste and recycling figures are estimated but indications are at this stage that the targets will be achieved.

Expectations are at this stage that library usage measures will meet their respective targets for the year.

### Economy, Enterprise and Property

### Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP 01a	Completion of Halton Tomorrow Document - <b>July 2018</b>	
EEP 01b	Produce a Local Economic Assessment – <b>September 2018</b>	
EEP 03e	Develop Business Rates Investment Plan - <b>September 2018</b>	

Ref	Milestones	Q1 Progress
EEP 05a	Develop Disposal Plan - <b>December 2018</b>	
EEP 05b	Develop Corporate Strategic Asset Management Plan <b>December 2018</b>	
EEP 06c	To complete the refurbishment of the Halton Suite and relocation of staff – <b>March 2019</b>	

### Supporting Commentary

The Halton Inward Investment prospectus is an integral part of the development of the 'Halton Tomorrow' visioning document and will provide a local accent to the Liverpool City Region prospectus detailing the specific sites and propositions that make up the 'Halton Offer'. The 'Halton Tomorrow' visioning document is now complete and details a number of outcomes (measures) to be achieved over the coming decade.


This will be presented to Halton Council's Executive Board in September 2018 and will underpin the business planning and priority setting, including inward investment and economic development, for Halton Council and partners.







Interim findings of the Local Economic Assessment were reported to Employment, Learning, Skill and Community (ELSC) Policy and Performance Board (PPB) in February 2018. In order to ensure that the local business community is fully engaged with the development of a Local Economic Assessment (LEA) the Interim Report was presented to Halton Chamber of Commerce and Enterprise in June 2018 and was very well received. It has also been presented to the Halton Employment Partnership and was similarly well received. This now forms the basis of the Halton Tomorrow and the economic development priorities for Halton Council.

The Business Rates Policy was approved by Executive Board in July 2018. Further work is now ongoing to implement the policy.

A Disposal methodology and framework has been presented to the Members' Asset Review Panel and a draft Strategic Asset Management Plan has been produced and will be presented to the Council's Asset Management Working Group in November.

### 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 <sub>2</sub> e).	16,043 tonnes CO <sub>2</sub> e (actual 16/17)	15,882 tonnes CO <sub>2</sub> e (target 17/18)	N / A	N / A	N / A
EEP LI 04	Occupancy rates of commercial and investment portfolio.	New KPI	N / A	N / A	N / A	N / A
EEP LI 07	Number of companies benefitting from the Council's intensive Key Account	New Indicator for	50	49		N / A

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
	Management (KAM) Service.	2018/19				
EEP LI 08	Number of Enrolments (Adult Learning).	1,960	2,950	2,754		
EEP LI 09	Number of People supported into work.	319	400	60		
EEP LI 10	Percentage of learners achieving accreditation.	56%	42%	27%		

### 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 criteria for calculating occupancy rates are currently being developed with Internal Audit. The data will be provided on an annual basis

Current KAM portfolios include; AEM, Food & Drink, Digital & Creative, Health & Life Science, Energy & Environmental, Financial & Business Services, Logistic and Foreign Owned Companies

Actual 17/18 reported from PICS as total for academic year. Q1 figure = final term figures from 17/18 academic year.




More than 60 people were supported into work in Q1 but the required ESF evidence hasn't been received from employers so the additional job starts have not yet been claimed.

Not all accreditation results are through for the summer term and the figure available at present is expected to rise by the end of the academic year




## 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 <b>is better</b> as compared to the same period last year.
Amber 	Indicates that performance <b>is the same</b> as compared to the same period last year.
Red 	Indicates that performance <b>is worse</b> 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.