Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 3 – 01st October 2018 – 31st December 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 third 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 2018-19 were agreed by Elected Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:

- Financial Services
- Human Resources, Organisational Development, Policy, Performance and Efficiency
- ICT Infrastructure
- Legal and Democracy
- Catering, Stadium and Registration Services
- Property Services

1.3   The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0   Key Developments

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

Finance

Revenues and Financial Management

2.2   Government announced the provisional local government finance settlement on 13 December 2018. The main points were:

- Settlement announcement was broadly in line with settlement figures included in the Council's Medium Term Financial Strategy.
- The council tax referendum limit for 2019/20 remains at 3% and the Government confirmed there is to be no change to how the New Homes Bonus grant is to be calculated.
- Halton will continue to be a member of the Liverpool City Region pilot scheme for 100% business rate retention.
- The Public Health grant was reduced by 2.6%, in line with forecasts. The Government also made an additional £180m available to local authorities by way of the surplus held on the business rate retention levy/safety net account. The allocation for Halton is £0.545m and is a one-off amount only.

- An additional £650m was made available nationally for social care funding in 2019/20, consisting of a Winter Pressures Grant (£240m) and Social Care Support Grant (£410m), with allocations for Halton being £0.639m and £1.092m respectively.

2.3   On 12 December 2018 Council approved initial budget savings for 2019/20 totalling £4.653m and where possible budget proposals will be implemented immediately, which will also help towards reducing spending in the current financial year.

2.4   Indicative 2019/20 School budgets have been calculated and will be circulated to primary and secondary schools. Final budgets will be confirmed following approval by the Education Funding Agency.

2.5   The Council's spending position for the first half of the financial year was reported to Executive Board on 15 November 2018. Net expenditure was £2.515m over the profiled budget to date figure of £32.282m. Capital spending as at 30 September 2018 totalled £9.418m, which is 25% of planned capital spend for the financial year.

Audit, Procurement & Operational Finance

2.6   In April 2014 the Council entered into five year contracts for a range of insurance services covering public and employers' liability, officials' indemnity, professional indemnity, engineering inspection and engineering insurance. These contracts end on 31 March 2019. An OJEU procurement process is therefore currently underway to renew these policies.

2.7   As part of the exercise a review of the Council's insurance programme has been undertaken and quotations are being sought with alternative levels of deductibles and indemnity limits. The closing date for tender submissions is 29 January 2019.

2.8   An upgrade of the Agresso system software is currently underway with a scheduled go live date of 11 February 2019. This is a significant undertaking and the upgraded system will provide improved functionality for self-service users, particularly relating to the authorisation of tasks within the system. There will also be some changes to the way in which invoices are processed within the system.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Payroll

2.9   Further work has been completed during the quarter on the new pay spines that are to be introduced as a result of the NJC 2019/20 pay award. The pay spines can be introduced in a way that is compliant with NJC instruction with minimum disruption to the Council's grading structure, and the integrity of the grading structure remaining as originally intended. An equality impact assessment has been undertaken and no detrimental factors have been identified. Management Team agreed the approach to implementation in December 2018 and the revised NJC pay spines have been worked into the Council's 2019/20 budgets.

Apprenticeships

2.10   The service is continuing to work with operational areas to make progress with the setting up of new apprenticeships in the Council. The Council has met its government target for the Financial Year to have 2.3% of the workforce in an apprenticeship placement – performance remains at 2.4%.

Recruitment, Pay and Pensions

2.11   In response to the UK exit from the EU, the EU settlement scheme has been put in place by government to enable any settled EU citizens working in the UK to obtain relevant legal residency status and eligibility to work following the exit. Numbers of employees within the Council falling into this category are nominal, however the services is engaging with our agency worker provider to ensure that relevant legitimate status is in place for agency workers used in critical services.

Organisational Development

2.12   Within the Organisational Development Service, the focus on coaching to enhance the effectiveness of colleagues within a range of workplace situations continues to be progressed. A new 'Coaching Skills in Practice' programme has been designed to prepare managers and leaders to use coaching skills and principles to support and develop their staff for higher performance and productivity. The models and skills taught during this training can be applied formally and informally in a wide range of workplace situations to support a culture of continuous improvement. By developing effective coaching skills, delegates will develop an effective method of developing individuals and teams to raise confidence and competence in the workplace.

2.13   Requests for 1 to 1 coaching have increased significantly over the last 12 months (13 requests since Oct 2018) and have been allocated out amongst the bank of qualified coaches – employees who have undertaken development to become coaches. Feedback from those completing the process has been very positive. Benefits stated include; "increased resilience both on a personal and business level", "I have been empowered quickly to make and own positive changes in my life", and "A consequence of the coaching process was that I regained my confidence, self-belief and motivation". This demonstrates a tangible return on investment, using the Council's own resources.

2.14   A continued focus on upskilling leaders and managers is demonstrated in the completion of the ILM 3 Leadership & Management, with certificates for 11 delegates due to be claimed at the end of January 2019.

2.15   The benefits of delivering effective tailored learning and development interventions continue to be evidenced in a range of areas, examples being:-

- Team Building delivered in a Social Care team of 29 people, designed to focus on collaborative practice and adaptability to change.
- E-learning training session for Elected Members
- Bespoke training around 'handling difficult conversations' delivered for the Registration Service, Quality Assurance Team and Halton Supported Housing Service
- Bespoke Project Management training delivered to Policy and Performance staff
- SWOT analysis and vision development workshops facilitated with Care and Care Leavers team and Runcorn Children Centres teams

2.16   In addition, the Organisational Development Service have worked with managers in a range of areas during the quarter to design Recruitment Personal Profile Analysis (PPA), with profiling undertaken to support recruitment to the Mayoral Chauffer and Lead Tracking officer (14 – 19 Service) posts, as well as supporting to the Environmental Health Service to develop a bespoke Job profile for the Trading Standards Operations Manager and Officer. This activity is designed to optimise the quality of candidates and inform assessment through the recruitment process, resulting in an efficient and effective recruitment process leading to new employees who are an ideal fit for the role.

ICT Infrastructure

Halton BACS Bureau and Records Management

2.17 BACS is an electronic system used to make payments directly from one bank account to another. The main two types of payment are Direct Debit and Bacs Direct Credit. Halton's new status as a BACS bureau is now facilitating and delivering BACS for other local authorities, Schools and partners. Linked to this project the development of a considerable number of digital interfaces have been developed in house to enable the ability to link additional partner organisations as this opportunity develops.

2.18 The records Management Unit is continuing to digitise the authorities paper based records systems and significant progress has been made across a number of areas. For example all Building Control, SEN Service User records, and CHC Client FILES (CCG) have now been completed with work continuing on Safeguarding and Direct Work Indexing files.

Contact Centre

2.19 The Halton Direct link facilities in Runcorn and Widnes continue to meet target waiting times with 23,352 enquiries being dealt with during Quarter 3 with over 50% of enquiries being almost equally split between Council Tax and Adult Social Care.

2.20 Contact Centre staff handled over 21,000 calls during the period with an average wait time of just over 5 minutes. Again the highest number of calls related to Council Tax at 24%, Adult Social Care at 17% and Waste Management at 15%. Children's Social Care enquiries accounted for almost 8% of calls.

Key Projects

2.21 The authorities' in house Cloud Services Delivery and Cloud Desktop upgrade continues to be successfully rolled out with over 1100 users now migrated into the new in-house cloud service. Approximately a further 800 users will be migrated from the existing MyDesk cloud systems and those using traditional laptop's will also be linked to the new MyApp's desktop. A further 400 new Laptop's are to be deployed in January and February – this project has enabled the cost of Laptop devices to reduce from over £1000 per unit to just over £350 per unit.

2.22 The new network connectivity service technically managed by HBC and developed through a collaboration between all authorities and Mersey Travel is now live in Halton and allowing officers from all Merseyside authorities to connect to WiFi services across the region.

2.23 The deployment of a free open source E Mail Filtering system is now configured and working and will be fine-tuned over the coming months to suit the needs and requirements of the authority. This project will save the authority a considerable sum over the next 3 years and ICT services will continue to remain e-mail users of the need for vigilance in maintaining the integrity of the Councils systems.

Legal and Democracy

2.24 The by-election in the Ditton ward took place during the period and the new Elected member has received their induction and Legal teams will continue prepare for the next stage of the Local Government Boundary Review.

Community and Environment (Catering, Stadium and Registration Services)

Replacement Pitch

2.25 The new pitch has now been laid at a cost lower than originally anticipated and is awaiting testing. Once complete it will again reach the standard for use for Rugby and Football. In addition discussions are underway with various parties for the use of the Stadium for non-sporting events.

The Karalius Suite/Fitness Suite

2.26 Works are progressing for the redevelopment of the Karalius Suite which will see capacity increase by 50% from 100 to 150 allowing for further marketing opportunities. In addition the Halton and Fitness Suites will be used to accommodate up to 100 Council staff as part of the Council's wider accommodation strategy and the focus upon asset maximisation and cost reduction.

2.27 In light of these developments the present gym offering will reduce in size and cater for approximately 200 members and this will operate alongside the current table tennis facility.

School Meals

2.28 Unfortunately thREE schools have withdrawn for the schools meals service and this has required a review of existing provision to be undertaken in this area. The Council is presently in discussion with Trade Unions and any proposals will then be subject to staff consultation.

Property Services

2.29 The re-roofing of Widnes Market Hall has now been completed, which together with improved lighting has created a much brighter and inviting shopping environment. Separately works have commenced on site for the new Crow Wood Park Pavilion with completion being planned for early summer.

2.30 A feasibility study has been completed into the conversion of Belvedere, which is currently surplus to requirements, into a care facility for older people with complex needs. A bid has been submitted to the One Public Estate to develop the project to tender stage and the outcome of the bid is expected to become known during Quarter 4.

2.31 The movement of staff to allow works to convert the first floor of Oakmeadow from office to bed space started on site in December with actual conversion works commencing in January 2019.

3.0 Emerging Issues

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

Finance

Benefits

3.2 The DWP has recently informed local authorities that the managed migration of Universal Credit in 2019 will be "a year of consolidation". DWP will commence testing in 2019 on a very small scale (no more than 10,000 claimants) in order to refine their processes as necessary before taking on larger volumes in 2020. DWP have indicated that they expect the managed migration process to be complete by the end of 2023. The Council has not been informed by the DWP when residents on legacy benefits in Halton will be affected by the managed migration to Universal Credit.

Revenues and Financial Management

3.3 Government published 2 consultations during the period relating to the funding of Local government from 2020 which related to a review of local authorities relative needs and resources and to Business Rates Retention Reform. The Council will respond to these consultations through engagement via the Liverpool City Region and the Special Interest Group of Municipal Authorities (SIGOMA) and further details of the consultations can be found here

Audit, Procurement and Operational Finance

3.4 Under current regulations all relevant procurement activity falls within EU Procurement rules. In the event of a 'no deal' Brexit situation arising the UK would need to establish its own procurement database which would be used by the public sector to advertise tenders following exit from the European Union

3.5 The UK Govt. has therefore announced provisional plans to create a new e-procurement system to replace the Official Journal of the European Union (OJEU). This arrangement would operate in line with the current requirements to send notices to the EU Publications Office for publication on OJEU. In essence, this would not represent a significant change other than where higher value procurement opportunities are advertised.

3.6 However whatever the final scenario it is likely that public procurement rules will continue to apply in substantially the same form as the Public Contract Regulations 2015 and in the event of a deal, the EU is likely to require substantial compliance with the current EU procurement rules. It is therefore anticipated at this stage that whatever the outcome of the Brexit negotiations the practical and resource implications for the Council will be minimal.

3.7 Work is underway assessing the new VAT reporting requirements for local authorities that will come into effect from October 2019. Under the new arrangements the Council will be required to maintain digital records and submit its VAT information to HMRC. There will also be a requirement for the records of the underlying financial transactions that support the Council's VAT returns to be maintained electronically, which may necessitate some changes to processes and/or software.

3.8 In the coming months the Council will be withdrawing payment by cheque and relevant parties are now being advised of this. The transfer to a BACS payment scheme will provide for the quicker transfer of funds and will save approximately £700 per month in processing costs. The Council will however maintain a manual cheque payment method for use in exceptional circumstances.

3.9   The Council is also in the process of facilitating Blue Badge payments through the GOV.UK digital service which will provide 24 hour 7 day a week convenience for service users.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Staffing and Recruitment

3.10   Signs of increasing spend and overriding of regionally agreed pay rates for agency staff in Children's Social care services across the city region remain, and also in non-qualified social care areas. Analysis of current spend and deployment against previous years has been considered by Management Team and the Efficiency Programme Board. A significant project-based recruitment exercise is in progress in Adult Social Care to grow the staffing establishment and reduce agency usage. When capacity allows a full examination of the resourcing mix for other services area will be undertaken (as outlined in service objective PPPE04).

3.11   Following the increase in recruitment activity reported in previous quarters, demand has continued unabated. The staffing complement in the Recruitment & Resourcing team has been increased further to work towards meeting the increased service demand, and training of new officers is taking place in January 2019. Work is ongoing with services to attempt to better understand the labour market issues (refer to service objective PPPE04 below). Whilst delays in recruitment continue at the current time, this will ease during Q4 as new staff become fully operational.

ICT Infrastructure

Records Management

3.12   Analysis is underway to re-analyse and reduce further printing costs across the authority by systematically targeting the largest print users based upon MFD usage reports and exploring how volumes can be reduced by electronic working internally as well externally for service clients or through hybrid mail services.

3.13   The service will implement a new online Free School Meals (FSM) application system to replace the current paper based system. This will build upon the existing online (Parent Portal) school admissions system and will allow parents to apply for FSM when applying for a school place or independently at any time of the year. Each Parent application will get an instant response to show their current entitlement as the portal is linked directly to DfE's ECS service (Eligibility checking service: Interface between DfE and DWP to provide entitlement checks). We envisage that the simple online nature of the new process will encourage more parents already receiving Universal infant free school meals (UIFSM) to apply for FSM, which in turn will lead to schools receiving the "Pupil Premium" funding which should lead to better outcomes for these children.

New Projects

3.14   The development of the Halton Cloud Service is moving from strength to strength and will continue with the incremental roll out of the new desktop facilities to all officers with plans to start a roll out across the School's curriculum network centralising all data services as well as desktop provision reducing the associated hardware spend for schools.

3.15   New application developments will include the extensive and complex replacement of the existing Care Management Systems for both Adults and Children's Services, the replacement of the learning and libraries networks and associated systems, key web based developments will take place for the integration of new DWP and associated customer portals for the delivery of client driven access to

Revenues and Benefits data and services.

Legal and Democracy

3.16   There are no issues to report this period.

Community and Environment (Catering, Stadium and Registration Services)

3.17   There are no issues to report this period.

Economy, Enterprise and Property (Property Services)

3.18   The handback schedule in respect of all the temporary use areas which are to be handed back to the Council has recently been updated by Merseylink. Joint site visits with the MGCB, Merseylink and Property Services have been ongoing for some time to agree boundary treatments, finished levels etc. We have also been advised that the anticipated completion date for the Mersey Gateway work is 19th June 2019, and it is anticipated that all the sites will be handed back by then.

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 2018 – 19 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures were reported to the Board 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:

https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/ObjectivesProgressReport.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	Q3 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**.	✔
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

The Medium Term Financial Strategy (MTFS) will be reported to Executive Board on 15 November 2018 with the financial forecast regularly being updated.

Progress remains on track for revenue budget, capital programme and council tax to be reported to Council on 06 March 2019. Budget proposals for 2019/20 are currently being considered with the first set of budget proposals being approved by Council on 12th December 2018.

2018/19 Q2 overall budget report was received by Executive Board on 15 November 2018, which highlighted a number of potential pressures emerging for which is required to keep spending within budget by year-end. Quarter 3 information will be reported on 21 February 2019.

The Statement of Accounts approved by Business Efficiency Board on 25 July 2018 and the audit certificate published on Council's web-site on 23 August 2018.

The 2018/19 Treasury Management Policy was approved by Council on 07 March 2018 and Half- year monitoring report was presented to Executive Board on 15 November 2018 which was supported with an analysis of the economic outlook provided by Link Asset Services, the Council's treasury management advisors.

The 2018/19 prudential indicators were reported to Council on 07 March 2018 as part of Treasury Management Policy. A Half year report was presented to Executive Board on 15 November 2018. Prudential borrowing indicators are reviewed on a regular basis.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 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%	94.50%	82.12	✓	⬇
FS LI 04	The percentage of Business Rates which should have been received during the year that were received.	98.21%	97.00%	82.98	✓	⬆
FS LI 05	Average time for processing new claims (Housing & Council Tax Benefit).	18.79 (Days)	20 (Days)	17.94 (Days)	✓	⬆
FS LI 06	Average time for processing notifications of changes in circumstances.	5.3 (Days)	6 (Days)	9.75 (Days)	?	⬇

Supporting Commentary

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 Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

The external auditor also concluded that it was satisfied with management's assessment that the Council will continue for the foreseeable future and that the going concern basis was appropriate for the 2017/18 financial statements.

The collection of Council Tax has marginally reduced by 0.08% when compared with the same point last year and at quarter 3 there has been an increase of 0.11% in the collection of Business rates. Both measures are expected to achieve target by year-end.

New claims processing times have improved when comparted to this time last year; 20 (days) and partly automating processing from 8th October 2018 should continue to improve performance for changes of circumstances as we move into the final quarter of the year.

Key Objectives / milestones

Ref	Milestones	Q3 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 complaint with the requirements of Apprenticeships legislation **March 2019**	✔
PPPE 03a	Monitor the impact of Attendance 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

The Organisational Development Service is now enabling a focus on Organisational Development Need. Actions within the strategy are in scope of current activity, with additional initiatives now being brought forward for inclusion in the portfolio made available below to the organisation. The basis of a revised strategy is being constructed as the scope of the service grows and this will be brought forward in the coming financial year.

Dialogue continues through a 'business partner' model to understand and address the training and development needs of individual service areas. Refer narrative within the Key developments section of this report for further information.

Basis of a programme for senior leadership development is constructed and now endorsed by Management Team with the procurement process currently underway.

Steady progress is being made concerning apprenticeships and further information is included within the Key Developments section of this report and PPPE LI 09 below.

The implementation of the revised Attendance Policy has been positive and a report will be prepared for Management Team in quarter 4.

During Q3, the recruitment workload has prevented as much resourcing activity taking place as desired, however the highest priority area was identified as Adult Social Care and project based recruitment has been undertaken in November / December 2018 to recruit a significant number of new employees. This will provide for a more stable establishment in the adult care service environment and reduce reliance on agency workers. Additional resources have been engaged in the Recruitment & Resourcing Team. Training is scheduled in January 2019, with increased productivity to follow during Q4.

Regular dialogue with agency contract provider is ongoing. Quarterly business intelligence is analysed to keep track of deployment and financial performance in this area. 2018/19 spend reported to Management team and Efficiency Programme Board in December 2018.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	10.28 (Days)	10	8.26	?	⬇
PPPE LI02a	Total Full Time Equivalent Staffing Establishment	3,470	For info only	3,376	For info only	For info only
PPPE LI02b	Total Staff (head count) (indicator for information only)	4,648		4,447		
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	685 Placem ents	650	361	✔	⬆
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	£1,718, 283 (Gross Cost)	£1.5m (Gross Cost)	£1.54M (Gross Cost)	✘	⬇
PPPE LI03	% of training delegates attending as proportion of places reserved	89.00%	90.00%	90.90%	✔	⬆
PPPE LI04	The percentage of top 5% of earners that are					
	a) women	56.86%	50.00%	59.09%	✔	⬆
	b) from BME communities.	2.53%	1.50%	2.47%	✔	⬆
	c) with a disability	0.86%	8.00%	0.92%	✘	⬆

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
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%	1.36%	✖	⬇
PPPE LI06	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	0.99%	?	⬆
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	69 (Days) (Q3 2017/18)	Baseline to be determined 18/19	86.29 (Days)	N/A	N/A
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.70%	TBC	2.29%	N/A	N/A
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	10	20 (Government target is 55)	14	?	N/A

Supporting Commentary

The implementation of the new Absence Management policy and procedures may result in more robust management reporting of sickness may result in a recorded increase over previous figures.

In numerical terms placement numbers are moving in the right direction but this should be also be considered in light of costs which at the end of quarter 3have failed to meet annual targeted levels.

Training continues to be well attended and will continue to be monitored.

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

Target for employees with a disability is based on wider community profile. Very unlikely to be met, however nominal movement in this indicator remains positive and in line with 2017/18 outturn. The indicator for BME staff remains static. Fluctuation may occur in year due to staff turnover, however forecasting this is difficult and recruitment practice remains focused on being open to all.

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

Key Objectives / milestones

Ref	Milestones	Q3 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

All objectives are presently on track and notable initiatives are detailed within the Key Development and Emerging Issues sections of this report.

In addition the roll out of technical upgrades to the underlying server infrastructure has been planned in line with vendor software releases and software and hardware upgrades to the underlying SharePoint and Records Management infrastructure have also been delivered within both Date Centres.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI01	Average availability of Council servers.	99.07%	99.00%	99.45%	✔	⟷
ICT LI02	Average availability of the Council's WAN Infrastructure.	99.03%	99.00%	100%	✔	⟷

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
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%	99.00%	✔	
	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 positive as we have moved through the third quarter with replacement PC's for those with complex technical/application requirements being planned toward the end of the replacement programme.

Legal & Democracy

Key Objectives / milestones

Ref	Milestones	Q3 Progress
LD 01	Review constitution - **May 2018**.	✔
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	✔
LD 02b	To induct all new members **by October 2018**.	✔

Supporting Commentary

The revised Constitution was approved at Annual Council in May and all Members are given the opportunity to have a MAP meeting but this remains a matter of personal choice.

All new Members went through the induction programme in Quarter 1 with the induction of further new members is planned through the year.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	56 (100%)	✔	⟷

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100%	87.00%	✔	⬆
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)	3 (Days)	✔	↔
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, with a slight increase in Members attending at least one training event, and are expected to meet their respective targets for the current financial year.

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q3 Progress
CE 01a	Deliver a promotion and educational campaign (school lunches) - **September 2018** and **January 2019**.	✔

Supporting Commentary

Visits to schools took place in September and further visits are planned for the new term.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	78.20%	80%	79%	✔	⬆

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	71.88%	75%	81%	✔	⬆
CE LI 03	Take up of school lunches (%) – primary schools.	63.36%	65%	59%	✔	⬇
CE LI 04	Take up of school lunches (%) – secondary schools.	61.22%	55%	60%	✔	⬆

Supporting Commentary

Figures for the take up of school meals are presently within the expected range with take up in secondary schools being notably high. It has however been challenging to attract older primary school pupils into the service and this will continue to be given attention.

Economy, Enterprise & Property

Key Objectives / milestones

Ref	Milestones	Q3 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

The works on the Market roof are completed and works on Crow Wood Pavilion has started as explained within the Key developments section of this report. Work to the Halton Suite is now scheduled to start in March 2019 which is the result of the required works to the Karalius Suite taking longer than was anticipated.

The procurement process is now completed with the successful contractor Cassidy and Ashton being appointed.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO_2e)	16,043 tonnes CO_2e (Actual 16/17)	14,663 tonnes CO_2e (Target 18/19)	14,811 tonnes CO_2e (Actual 17/18)	✔	⬆
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. The emissions for 2017/18 are 14,811 tonnes which equates to a 7.6% reduction. Energy consumption has risen slightly however as the kw/h-CO2 conversion factor has been reduced due to the greater mix of renewable energy being generated the overall CO2 emissions have reduced.

The target for 2018/19 has been set at 14,663 tonnes CO2e, a 1% reduction over 2017/18. The annual figure for this indicator is a year behind and therefore only reported in the following year. The target for 2018/19 will be a 1% reduction on the 2017/18 figure.

The figure Unit Costs of office accommodation can only be calculated at year end due to the nature of the costs involved.

7.0   Financial Statements

Unfortunately given the proximity of this meeting to the Quarter 3 period end the Financial Statements relevant to the board are currently being prepared and will be presented to the Board in conjunction with the next Quarterly Monitoring Report cycle.

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.