

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority area

### **Environment and Urban Renewal**

To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

## **Key Developments**

### **Economy, Enterprise and Property**

#### Development and Investment Services

Appointed consultants 'We Made That' to complete a Masterplan and Delivery Strategy for Runcorn Station Quarter (RSQ).

Developed a Communications Strategy to support development activities in and around RSQ.

Appointed consultants White Young Green to complete a Masterplan and Delivery Strategy for the Halton Lea Healthy New Town

Launched a Youth Zone in Runcorn Shopping City.

Established Members' Implementation Group

Introduced a Business Rates Policy aimed at stimulating Inward Investment in the borough (pilot Astmoor Industrial Estate).

Set up a Charging Policy pilot to support the financing of the Council's External Funding Team, implementation began on September 1<sup>st</sup> 2018; quarterly interim reviews will take place and a full evaluation in September 2019.

Secured £1.44m in external funding grants in 2017-2018; in 2018-19 to date £2.33m has been secured to support initiatives such as Catalyst Science Discovery Centre/Museum £844,000; The Studio £300,000; Halton Carers Centre £120,000 and the Ways to Work programme, an additional £896,545.

Facilitated successful Business Improvement District (BIDs) ballots in Astmoor and Halebank

Supported the opening of the LPW Technology Ltd Headquarters at Widnes Waterfront.

Successfully delivered the Halton element of the pan-Merseyside Business Growth Programme (BGP). The Halton BGP has exceeded outputs measured in terms of 'business assists' and is currently capturing 'jobs created' outputs.

Appointed consultants 'BDP' to complete a Masterplan and Delivery Strategy for Astmoor Industrial Estate.

Worked with the preferred developer at Manor Park to bring forward the Fresenius expansion creating a further 200 jobs.

Project managed the remediation and site access works for Gorse Point (Widnes Waterfront)

Produced the Council's Asset Management Plan.

Collaborated with HBC's Highways team to develop a new junction to serve West Bank residents and businesses.

Secured feasibility funding from the Combined Authority Strategic Investment Fund to explore the potential supply of Hydrogen for public transport use.

Rolled out a sector focused Key Account Management (KAM) Programme. The Business Improvement and Growth Team currently intensively manage 50 key Halton companies in the advanced engineering and manufacturing, energy and environmental, digital and creative, life science and financial and business services sectors. Key foreign owned and logistics companies are managed by City Region appointees.

The Business Improvement and Growth Team continue to manage all inward investment and indigenous company expansion project locally. Typically, the Team will be managing approximately 30 significant projects at any one time

New quarterly corporate regeneration project reporting and monitoring framework implemented.

Marketing consultants DTW appointed to develop a branding strategy for regeneration plan and to promote Council activity.

Final Phase (3) of Lakeside residential development at Castlefields commenced on site by Keepmoat Homes.

At Sci-Tech Daresbury, the Regeneration Team has continued to support the Joint Venture, securing planning permission for the next phase of development – Project Violet. Project Violet will see a £16m development, 50,000 sq ft of new office space- to be funded jointly by Halton Borough Council, utilising the Enterprise Zone Business Rates borrowing mechanism and Chrysalis.

#### Asset Management

Negotiated 12 lease renewals; 6 rent reviews; 8 new leases – underway.

Generated £1.9 m in capital receipts.

Supported the acquisition of care homes; Madeleine McKenna and Mill Brow Widnes.

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

#### Policy and Development Services

The Unitary Development Plan (UDP) is 12 years old, and requires replacement. A Development Plan sets out how the Borough will grow over the next 20 years and shows the areas that will be protected. It contains all the policies used in town planning decisions, for example in determining planning applications.

The identification of new development sites (allocations) to provide for growth remains a priority in 2019. It is critical that a fresh set of allocations are adopted to meet the Borough's residents' need for household growth and jobs.

This will be achieved through the Delivery and Allocations Local Plan (DALP). The draft plan was placed on public consultation at the beginning of 2018. The comments received and additional evidence required to support the DALP have led to a revised draft. It is anticipated that this second draft will be consulted on in Spring 2019 for a 6

week period. The DALP will then be submitted to Government for an ‘examination in public’ process led by an Inspector appointed by Government.

The Building Control Service collaboration with Knowsley MBC has been successful, delivering reduced costs and increased income. This service collaboration to be integrate further in 2019, becoming a formal joint service providing a service for both Boroughs.

#### Traffic and Risk & Emergency Planning/Health & Safety

##### *Street Lighting*

The programme to convert lighting columns to LED operation is continuing, in order to reduce energy consumption. It is anticipated that the programme will take another three years to complete. Work is underway to upgrade traffic signals to LED operation to reduce energy consumption too, but this will need to be accelerated as the production of tungsten halogen lamps is ceasing in 2021. A new street lighting maintenance contractor started in January 2019

##### *Network Management*

The Permit Scheme introduced to improve control of street works (works undertaken by statutory undertakers) is continuing to work well and generates significant income for the Council. This is working well and has improved co-ordination of works together with controlling the works better.

##### *Traffic Management & Road Safety*

A review of all speed limits within the Borough has been carried out and the system is now map based rather than text based.

The review of Traffic Regulation Orders (TRO) for parking restrictions has commenced and is moving to a map based system.

#### Highways

Work has been completed on the main document making up the joint (with Cheshire Authorities) Sustainable Urban Drainage Systems (SUDS) guidance and it is intended that this document, and Halton annex, will be adopted as part of the Development Plan Process. Highway Development team also have transportation, highways and flood risk assessment advice input into the allocations process.

#### Logistics

**The new Bus Services Act 2017** has set out to enable local authorities to improve local buses services and connectivity; the three main points are to:

- strengthen arrangements for partnership working in the sector, introducing ‘enhanced partnerships’
- introduce new franchising powers with decision making at a local level
- provide for a step change in the information available to bus passengers

The Act also incorporates local bus contracts, advanced ticketing schemes, registration requirements and provision of services.

**Concessionary Travel** – Halton continues to be part of the Cheshire concessionary travel scheme administered by Cheshire West & Chester Council having recently signed an agreement for the two year period from April 2018 to March 2020. The agreement between the three consortium partners (Cheshire West & Chester, Halton and

Warrington) will incorporate operator reimbursement levels, the back office administration (host operator processing) system and card management system, auditing of the scheme.

## **Community & Environment**

### **Waste Management**

The Council provides a recycling collection service to all households in the borough and two Household Waste Recycling Centres where residents can deposit a whole range of materials and items for recycling. Significant savings can be realised by reducing the amount of general waste that is sent for costly disposal and this can be achieved if households generate less waste in the first instance and then recycle more of what they produce. A key focus therefore will be to continue to promote waste prevention and encourage residents to make full use of the recycling services and facilities provided by the Council.

A key focus will remain reducing 'contamination' levels in recycling bins. Through the kerbside recycling service, residents can recycle glass bottles and jars, plastic bottles, paper, cardboard and metal cans. 'Contamination' occurs when residents place 'non-target' materials (i.e materials that are recyclable but not through the kerbside collection service) or non-recyclable waste into their blue bin or box.

Contamination can lead to entire vehicle-loads of recyclables being rejected and, instead of being recycled, the waste being sent for costly disposal. Halton has experienced increased levels of contamination in recent years and this has resulted in a significant increase in the costs of dealing with waste. Changing resident behaviour is crucial to ensure that not only do all householders make use of the recycling services provided by the Council, but when they do, they use them correctly.

Actions to encourage waste reduction and increased recycling, and reduce 'contamination levels, shall include, but not be limited to, the following;

- Targeted householder engagement to include 'door knocking' and the delivery of information leaflets
- The use of social media
- Working with community groups and partner organisations
- Taking part in national promotional campaigns
- Taking part in regional campaigns with LCR partner authorities
- Engagement events in public buildings and shopping areas
- Waste education and awareness raising activities in schools

In order to ensure that all services are delivered as cost-effectively as possible, and to maximise efficiency saving opportunities, the Council's Waste Management Policies will be subject to continual review and updating as necessary. The Council's own Strategy, its Policies and the delivery of its services may also be subject to review once the Government's new Resources & Waste Strategy has been published.

### **Environmental Improvement**

Local environmental quality is important as it impacts on the whole community. The residents of Halton tell us that clean and safe streets are two of the most important factors in helping to make their neighbourhood a good place to live. It is crucial therefore that the Council continues to undertake actions to effectively tackle environmental crime, such as littering, fly-tipping and dog fouling, that can negatively affect the safety and attractiveness of the local environment.

The Council has a responsibility to protect those members of our community who are affected by the irresponsible behaviour of individuals who commit environmental crime and it is important to continue to work closely with enforcement partners and other external agencies to deliver a co-ordinated approach to enforcement. This will

involve developing joint protocols and action plans and the utilisation of statutory provisions available to address all forms of environmental crime within the boundaries of the Borough.

Whilst it will be important to develop and deliver effective communication, education and awareness raising initiatives, policies for tackling environmental crime will also need to be continually reviewed to ensure that they remain fit for purpose.

### **Open Space Service**

In 2016/17 the Council's specification for the management of green spaces was altered to reflect a reduction in the Open Space Service budget. The most noticeable reduction as far as the general public were concerned was in grass cutting frequencies (reduced from one cut every two weeks to one cut every three weeks and not cut as short as previously). Although the reductions proved unpopular with the public the new specification was delivered and by the second half of the mowing season (July to September) complaints had reduced significantly.

Prior to 2016/17 the Council had 12 parks that had Green Flag Award status. In 2016/17 only three parks (Hale Park, Runcorn Hill Park and Victoria Park) were submitted for the award, and all achieved it. The reason for only entering three parks was twofold. Firstly there is no longer the capacity within the Open Space Service to prepare the bids and ensure compliance. Secondly there were three parks (Hale Park, Runcorn Hill Park and Victoria Park) that the Council is contractually obliged to keep to Green Flag Award standard. This is because they were granted Heritage Lottery Funding. The parks that no longer have Green Flag Award status are still maintained to the same specification as previously.

## Emerging Issues

### **Economy, Enterprise and Property**

#### Development and Investment Services

Recruitment and Retention of experienced staff in several key disciplines is becoming difficult as there is competition from neighbouring authorities and within the Liverpool City Region funding is being released to support major regeneration projects. As such the Council's ability to deliver on its key regeneration programmes could be affected and in some case may be delayed. The Council may need to consider interim options to keep momentum.

Limited external consultancies available for the above reasons.

At Sci-Tech Daresbury we are developing a Talent and Skills Strategy to identify key actions required to attract, develop and retain the very best talent. The Joint Venture has recruited a consultant to lead on the production of and delivery of the strategy. A number of programmes and initiatives will be developed in partnership with Learning and Skills colleagues across Halton and the City Region.

A new call for funding from the Combined Authority Strategic Investment Fund has been launched and whilst engagement has been very positive with the investment team visiting all Halton's key regeneration projects, it remains to be seen how much funding Halton will secure.

Housing needs to be considered by Officers Council wide to maximise the availability of land, particularly brownfield sites and maximising the drawn down of Homes England funding to support the delivery where viability gaps are identified.

The Council may need to consider more partnership / joint venture working going forward, as public funding is looking to at schemes that can provide a return for the investment, the private sector and investment companies may need to fill in the gaps.

#### Asset Management

There are a number of emerging issues which the Asset Management Service will take into account:

- The Acquisition of Orchard House Widnes and assessing the feasibility of acquiring land at Crow Wood Lane Widnes for the provision of care facilities
- Negotiating the dilapidations resulting from the lease termination of Kingsway House
- Re tender the provision of property guardians contract from June 2019
- Re-letting the Phoenix Park café Runcorn, former changing rooms at Dundalk Road Widnes
- Re- letting of the Old Police station Runcorn
- Disposal of land at Canal side for residential development and HBC Fields
- Preparation of a draft disposal programme of potential surplus sites

## **Policy, Planning & Transportation**

### Strategic Growth Coordination

A key role of the Department is to set out the Borough's future development. This requires the ongoing analysis of growth areas, infrastructure requirements, and regeneration plan impetus. It is important to align the infrastructure plan to spatial priorities, looking forward 5 to 10 years to set out the infrastructure delivery programme to support sites that will be developed, and identify funding.

Growth is coordinated via the following strategies:

- Delivery and Allocations Local Plan (DALP)
- Local Transport Plan 3 (LTP3)
- Mersey Gateway Plus Regeneration Strategy

### LCR Combined Authority / Devolution

There is a significant amount of collaboration between the six districts that comprise the Combined Authority. The devolution agenda affects all of the Department's service areas. The CA holds a significant amount of funding for Halton's pipeline of schemes. These funds include the Strategic Investment Fund (SIF) and Transforming Cities Fund (TCF).

### Operational Streamlining

All services are undergoing operational streamlining in an effort to meet reducing budgets. Examples are:

- Review of road maintenance funding, including the capitalisation of revenue
- Contract reviews – street lighting maintenance contract change from January 2019
- Scheme programming & delivery performance
- Income generation

### Street Lighting

The programme to convert lighting columns to LED operation will continue, in order to reduce energy consumption and maintenance costs. Due to increasing costs and political uncertainties around the world, it is anticipated that the cost of electricity will increase. The need to convert traffic signals (including pedestrian crossings) to LED will need to be accelerated as the production of tungsten halogen lamps is ceasing in 2021

### Traffic Management & Road Safety

When funding becomes available it is hoped to carry out a review of Traffic Regulation Orders that cover waiting restrictions throughout the Borough. In some areas due to changes in developments the restrictions are no longer applicable and in other areas new restrictions are required.

### Public Service Vehicle Operator's Licences - Section 19 & 22 Permit Consultation

Organisations that provide transport on a 'not-for-profit' basis can apply for permits under Section 19 or Section 22 of the Transport Act 1985. Organisations include local authorities, schools, community transport providers and other particular groups. These permits allow the holder to operate transport services for hire and reward and therefore make a charge (under certain circumstances) without the need for a full public service vehicle (PSV) operator's licence.

The Department for Transport has however consulted on continued usage of these permits and specifically on exemptions from EC regulation 1071/2009 (establishing common rules concerning the conditions to be complied with in pursuance of the occupation of road transport operations). An interim summary of responses has recently been released however the full impact of any rule changes and how the derogation may be applied are due to be issued during 2019.

### National Legislation & Policy Changes

The National Planning Policy Framework (NPPF) published in 2012 set out Government Policy for England to replace a wide range of previous statements and guidance and was aid to have reduced planning policy from more than 1,000 pages to 50. The NPPF dismantled the regional apparatus and introduced neighbourhood planning to create *'a framework within which local people and their accountable Councils can produce their own distinctive local and neighbourhood plans which reflect the needs and priorities of the communities'*.

In its bid to grow the economy and meet housing demand planning reform continues to feature strongly in the Government's agenda through:

- Introducing a revised National Planning Policy Framework which aims to maximise the use of land, strengthen Green Belt protections and place greater emphasis on converting planning permissions into built homes.
- Housing delivery test
- Publishing of minimum housing figures for each Local Authority
- Introducing penalties for slow plan making
- Impacts of failure to demonstrate a five year housing land supply
- Regulations have introduced a requirement to review Local Plans / Statements of Community Involvement at least every 5 years from adoption. To comply with this authorities must, every five years from the adoption of the plan, carry out an assessment of whether it remains relevant and effectively addresses the needs of the local community, or whether policies need updating.

On the back of this national legislative change, retaining control of local housing delivery will remain a key objective for 2019.

### Delivery and Allocations Local Plan (DALP)

It is anticipated that this second draft will be consulted on in spring 2019 for a 6 week period. The DALP will then be submitted to Government for an 'examination in public' process led by an Inspector appointed by Government. Following examination, the independent Inspector can suggest modification to the plan. If the Council accepts these modifications, the DALP can be adopted by the Council for it to become part of the statutory development plan for Halton.

### Neighbourhood Planning

To date, no communities in Halton have chosen to bring forward a Neighbourhood Plan under the Localism Act. However, a number of Parish Councils continue to discuss the subject and it is expected that one Parish Council may start production of a Plan in 2019 which will require consideration at the time of its completion.

### Combined Authority Strategic Planning

Within the Liverpool City Region the Devolution Agreement has seen progress towards some elements of strategic planning being undertaken jointly by the constituent local authorities and it is expected that during 2019/20 further progress will be made towards producing a Mayoral Spatial Development Strategy.

### Flood Risk Management

As Lead Local Flood Authority, the authority will continue to assess the need for schemes under the asset inspection & survey regime and review of national modelling. The Environment Agency manages a six-year investment programme of capital Flood and Coastal Erosion Risk Management (FCRM) schemes on behalf of the Department for Environment, Food and Rural Affairs. Bids for Flood Defence Grant in Aid (FDGiA) funding are invited annually from flood risk management authorities.

A significant scheme at Windmill Hill has been developed during 2018/19 with consultation and funding due at the end of this year, and is programmed for implementation during 2019/20.

Work will need to progress in 2019 - 20 to form a better understanding of the management requirements of drainage assets and watercourses, particularly where these interact with high speed roads, following recent flooding incidents.

#### Highways Asset Management Plan (HAMP)

The Department for Transport's Highway Maintenance Self-assessment questionnaire for the "Incentive Fund" capital funding element, tasks local authorities to prove ongoing improvement of the management of their highway assets. Each authority will score themselves against 22 questions and place themselves in one of three bands. For year 19/20 those in band 1 will only receive 10% of their share, with band 2 receiving 50%, and band 3 100%. Halton, as part of the Liverpool City Region Combined Authority are automatically awarded band 3 status. Halton on its own merits would currently score a strong band 2 and are actively working towards band 3, and all City Region Authorities must demonstrate that they are working together to secure progress.

In October 2016 the UK roads liaison group published "Well managed highway infrastructure" code of practice for local highway authorities with 36 recommendations, Authorities had 2 years to implement, and significant progress is being made in its implementation along with adjoining authorities.

#### Transport Pipeline

The Service continues to develop the 'Transport Pipeline' programme, working with Liverpool City Region colleagues, including Ditton station and A558 Eastern Expressway. This work will be developed through the coming year to enable effective funding applications to be made.

M56 junction 11A status has been put on hold and a full Council briefing held, but HBC continue to lobby for the scheme to progress.

The delivery of the Local Cycling and Walking Infrastructure Plan (LCWIP), which is a 10 year City Region Plan for cycling will continue during 2019 - 20. Composite bridge materials have also been procured as a long lasting method of construction for remote rights of way bridges, and a programme of replacement will occur over the next 3 years and beyond.

European funding has been received (LCR SUD bid) for Prescot to Widnes cycle links. Other funding bids are being developed for SIF and Transforming Cities fund in cooperation with Regeneration team colleagues and LCWIP.

#### Silver Jubilee Bridge renovation

The SJB major maintenance project includes: painting the steel arch superstructure, reconfiguration of the carriageway on the bridge (to 2 traffic lanes and a cycleway), changing a suspension cable, the maintenance painting of the steel beams on Hutchinsons Sidings bridge, and modifications to the Runcorn Approach Viaduct (RAV) associated with the Runcorn de-linking project.

The site works programme on the SJB steel arch superstructure re-painting project has been affected by adverse weather conditions (i.e. strong winds), with the effect that completion is now forecast for July 2019. At this point the SJB footbridge will be re-opened to pedestrians and cyclists (with the shuttle bus service ending) and works for the reconfiguration of the carriageway on SJB will commence. Completion of the 2018/19 LCR project for refurbishing the concrete deck on RAV will be delayed as a result of the need to accommodate works associated with de-linking and several STEP schemes focussed on the SJB approaches.

The SJB steel arch painting scheme will continue on site during 2019/20, and is due for completion in summer 2019. Schemes for SJB that are currently in development that will be completed during 2019/20 include the SJB carriageway reconfiguration works and the installation of a new parapet plinth on the western elevation of RAV (which currently abuts a section of viaduct that is due to be demolished).

As well as demolition of structures, it will be necessary for modifications to take place on Station Road Bridge and Waterloo Bridge. Also, the potential removal of Runcorn Station Footbridge, which crosses Bridgewater Expressway, is currently under investigation.

Following completion of the major maintenance works currently underway or in development on SJB, there will be an ongoing regime of inspection, testing and monitoring activities, and short-term cyclic maintenance such as renewal of the access system for the arch.

#### Major Schemes

Watkinson Way Gyratory Improvements. Completion of Final Phase March 19.

Runcorn De-Linking and Demolition. Construction programmed to commence 1 March 19 to December 19.

Widnes Loops Link Road. Construction programmed for April 19 to January 2020

#### STEP Programme

During 2019 – 20 work will continue to utilise funding from the Liverpool City Region Combined Authority's Single Investment Fund to deliver Sustainable Transport Enhancement Packages which will include

improvements to RAV West to provide footpath widening. Construction programmed for commencement February 19 for 3 months.

Improvements to Widnes Approach Viaduct to provide reconfigured footway cycleway. Programmed for construction in Spring 19.

Improvements to Runcorn East Station Car Park to provide additional car parking. Construction programmed for 7 January 19 to April 19.

Astmoor Busway cycle and walking improvements. Construction programmed for February 19 to June 19.

improvements from West Banks Street to Lugsdale Road to provide footpath cycleway upgrades. Construction starts 3 December to 21 December 18.

STEP funded walking and cycling improvements to Runcorn Canal Tow Path. Construction programmed for February 19 to August 19.

#### Other Schemes

Liverpool John Lennon Airport Runway End Safety Area. Construction programmed to commence January 19 for completion in Spring 19.

Warrington Road to Watkinson Way HHT funded footpath link. Construction will form part of the above Phase of Watkinson Way works.

Footway Reconstruction Programme. Works programmed for Birkdale road, Ryder Road, Hough Green Road, Hale road, Blackburn Avenue to Lovell Terrace, and Fieldway.

Carriageway Resurfacing Programme. Schemes currently programmed for 19/20 Fairfield Road, remaining southern half, Prescott Road, railway bridge to Heath Road, Runcorn road Moore, Liverpool road haunch repair, Hale road haunch repair, Clifton Islands link roads (under M56 jcn 11). Further works are currently being prepared including additional LCR KRN Carriageway Funded Schemes.

Carriageway Surface Treatment programmed for spring 19 at Daresbury Expressway to Central Expressway to Pitts Heath Lane roundabout, Northwich Road and Weston point slip road to rocksavage.

Provision of new Salt Barn at Picow Farm Road.

Spike Island swing bridge scheme

Oversee the implementation of adoptable highway structures on a range of developments.

### **Waste Management**

The new national Resources and Waste Strategy was published in by Government in December 2018. The Strategy sets out how the Government will aim to preserve material resources by minimising waste and promoting resource efficiency. The Government is also aiming to put in place schemes to help boost recycling rates and minimise the damage caused to the natural environment by tackling waste crime.

The Strategy will be supported by a number of consultations that will take place in early 2019. These will include consulting on proposals for;

- Every household to be provided with a weekly separate food waste collection from 2023;
- The introduction a consistent approach to kerbside recycling collection schemes that would see the same type of recyclable materials being collected from all households across the country;
- The introduction of a deposit return scheme on drinks containers;
- Ensuring that producers pay the full net costs of disposal or recycling of packaging, and;
- Introducing a tax on plastics that do not have a minimum recycled content.

The outcome of the consultations and any subsequent proposals from Government may have an influence on the Council's Strategic and Policy approach to the delivery of its waste management arrangements and as such any necessary actions will be integrated into the Council's service delivery model as these become known.

## ***Appendix 1***

# **Key Objectives, Milestones and Measures**

<b>Service Objective: EEP 01</b>	<b>To facilitate and increase employment</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ To increase the Business Support Key Account Management (KAM) portfolio to 60 <b>by September 2019</b></li> <li>▪ To increase the KAM portfolio to 75 <b>by March 2020</b></li> </ul>		
<b>Responsible Officer:</b>	Tim Leather	<b>Linked Indicators:</b>	Indicator

<b>Service Objective: EEP 02</b>	<b>To develop, coordinate and deliver major regeneration programmes</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ Launch Business Rates scheme on <b>1 April 2019</b>, commencing in Astmoor</li> <li>▪ Complete the extension arrangements at HBC Field for the options/leases <b>by April 2019</b></li> <li>▪ Market the remaining land at HBC Field <b>by October 2019</b></li> <li>▪ (3MG Ditton Corridor) Complete the Foundry Lane flood risk assessment <b>by April 2019</b></li> <li>▪ (3MG Ditton Corridor) Apply for Homes England and SIF funding for abnormal ground conditions at Foundry Lane September 2019</li> <li>▪ (3MG Ditton Corridor) Devise a partnership agreement to work with land owners and prospective developer at Foundry Lane <b>December 2019</b></li> <li>▪ Commence construction of project violet (Sci-Tech Daresbury) <b>by August 2019</b></li> </ul>		
<b>Responsible Officer:</b>	Sally McDonald	<b>Linked Indicators:</b>	Indicator

<b>Service Objective: EEP 03</b>	<b>To maximise external funding</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ Roll out the pilot Charging Policy and review <b>by 1 September 2019</b></li> <li>▪ To secure £2m in external grants into the Borough <b>by end March 2020</b></li> <li>▪ Deliver and annual training programme to include 4 bid-writing and 2 Monitoring and Evaluation courses <b>by end Mar 2020</b></li> </ul>		
<b>Responsible Officer:</b>	Steph Davies	<b>Linked Indicators:</b>	Indicator

<b>Service Objective: EEP 04</b>	<b>To develop, coordinate and deliver major regeneration programmes</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ Implement Communication Strategy at Runcorn Station Quarter</li> <li>▪ Complete business case for consolidating station car parking</li> <li>▪ Secure funding for new station square public realm</li> </ul>		
<b>Responsible Officer:</b>	Sara Munikwa	<b>Linked Indicators:</b>	Indicator

<b>Service Objective: PPT 02</b>	<b>Local Transport Plan (LTP) Capital Programme – Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs.</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ To deliver the 2017/18 LTP Capital Programme March 2018.</li> <li>▪ To deliver the 2018/19 LTP Capital Programme March 2019.</li> </ul>		
<b>Responsible Officer:</b>	Divisional Manager Highways	<b>Responsible Officer:</b>	Divisional Manager Highways

<b>Service Objective: PPT 03</b>	<b>Highway programmed maintenance.</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.</li> </ul>		
<b>Responsible Officer:</b>	Divisional Manager Highways	<b>Responsible Officer:</b>	Divisional Manager Highways

<b>Service Objective: PPT 04</b>	<b>Highway Routine and reactive maintenance</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act.</li> </ul>		
<b>Responsible Officer:</b>	Divisional Manager Highways	<b>Responsible Officer:</b>	Divisional Manager Highways

<b>Service Objective: PPT 05</b>	<b>Deliver the statutory development plan as required by the Town and Country Planning Acts to provide a clear direction for the future development of the Borough. Provide operational policies that implement strategy and ensure transparent and accountable service delivery.</b>		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> <li>▪ Consult on a revised draft Delivery and Site Allocations Local Plan (DALP)</li> </ul>		
<b>Responsible Officer:</b>	Divisional Manager Policy and Development Services	<b>Responsible Officer:</b>	Divisional Manager Policy and Development Services

Halton Borough Council Business Plan Extract (2019 – 20) for Environment and Urban Renewal

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
EEP LI 02	Capital receipts against target noting the receipt as a % of the target.	New KPI			TBC
EEP LI 03	Commercial and investment portfolio – rent receivable against the budget to monitor receipt of income of rents and service charges.	New KPI			TBC
EEP LI 04	Occupancy rates of commercial and investment portfolio.	New KPI			TBC
EEP LI 05	Occupancy of Widnes Market Hall.	83.0%	83%		TBC
EEP LI 06	Unit Costs – office accommodation (reported annually).	£1,153	£1,124		TBC
EEP LI 07	Number of companies benefitting from the Council's intensive Key Account Management Service.	New Indicator for 2018/19	50		TBC
PPT LI 01	Percentage of third party compensation claims due to alleged highway / footway defects successfully defended. Annual Calculation.	49.00% (2016/17)	N / A		
PPT LI 02	Net additional homes provided	369 (2017/18)	552		
PPT LI 03	Number of affordable homes delivered (gross)	92 (2017/18)	138		
PPT LI 04	Processing of planning applications (%) as measured against targets for,				
	a) 'major' applications	83	60%		
	b) 'minor' applications	95	80%		
	c) 'other' applications	96	80%		

## Halton Borough Council Business Plan Extract (2019 – 20) for Environment and Urban Renewal

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PPT LI 05	To ensure a rolling five year supply of housing land. Deliverable supply (units) as a % of rolling 5 year requirement.	151%	105%		
PPT LI 06	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	40.4	N / A		
PPT LI 07	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	4.6	N / A		
PPT LI 08	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	296	N / A		
PPT LI 09	The percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	-0%	N / A		
PPT LI 10	No. of people slightly injured in road traffic collisions.	54	N / A		
PPT LI 11	The percentage change in number of children killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	+23%	N / A		
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100%		
PPT LI 13	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).	5 (Days)	5 (Days)	5 (Days)	5 (Days)
PPT LI 14	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	24 (Days)	30 (Days)	30 (Days)	30 (Days)
PPT LI 15	% of network where structural maintenance should be considered:				
	a) Principal Roads	0.3%	2.00%		
	b) Non-Principal Roads	1.00%	4.00%		
	c) Unclassified Roads	3.46%	9.00%		
PPT LI 16	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):				

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
	a) Percentage of buses starting route on time	97.67%	98.55%		98.55%
	b) Percentage of buses on time at intermediate timing points	84.83%	95.00%		95.00%
PPT LI 17	% of footpaths and Public Rights of Way (PROW) which are easy to use.	80%	82%		
PPT LI 18	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	75.12% (438 Bus stops)	78.00% (455 Bus Stops)		80.00%