



Corporate Policy and Performance Board

**Tuesday, 18 March 2014 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink, appearing to read 'David WR'.

Chief Executive

BOARD MEMBERSHIP

| | |
|--|-------------------------|
| Councillor Robert Gilligan (Chairman) | Labour |
| Councillor Joe Roberts (Vice- Chairman) | Labour |
| Councillor Ellen Cargill | Labour |
| Councillor Mark Dennett | Labour |
| Councillor Stan Hill | Labour |
| Councillor Chris Loftus | Labour |
| Councillor Alan Lowe | Labour |
| Councillor Angela McInerney | Labour |
| Councillor Norman Plumpton Walsh | Labour |
| Councillor Gareth Stockton | Liberal Democrat |
| Councillor Kevan Wainwright | Labour |

*Please contact Ann Jones on 0151 511 8276 Ext. 16 8276 or e-mail
ann.jones@halton.gov.uk for further information.*

The next meeting of the Board is on Tuesday, 10 June 2014

**ITEMS TO BE DEALT WITH
IN THE PRESENCE OF THE PRESS AND PUBLIC**

Part I

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| 2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS) | |
| Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary Interests, to leave the meeting during any discussion and voting on the item. | |
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In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Corporate Policy & Performance Board

DATE: 18 March 2014

REPORTING OFFICER: Strategic Director, Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).

1.2 Details of any questions received will be circulated at the meeting.

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
- (ii) Members of the public can ask questions on any matter relating to the agenda.
- (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
- (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
- (v) The Chair or proper officer may reject a question if it:-
 - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
 - Is defamatory, frivolous, offensive, abusive or racist;
 - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
 - Requires the disclosure of confidential or exempt information.

- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

8.1 There are no background papers under the meaning of the Act.

REPORT TO: Corporate Policy and Performance Board
DATE: 18 March 2014
REPORTING OFFICER: Chief Executive
SUBJECT: Executive Board Minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Executive Board and Executive Board Sub are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE
LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

APPENDIX 1**Extracts of Executive Board Committee Minutes that are relevant to the Corporate Policy and Performance Board****EXECUTIVE BOARD MEETING HELD ON 9 JANUARY 2014**

| | |
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| 134 | BUSINESS RATES POOLING |
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The Board considered a report of the Operational Director, Finance, on the establishment of a Business Rates Pool from 1 April 2014.

The Board was reminded that at its meeting on 17 October 2013, it had considered a report which set out the proposal to establish a Business Rates Pool with St Helens Borough Council and Warrington Borough Council. It was reported that the Department for Communities and Local Government (DCLG) had confirmed their agreement to this proposal, which would provide the three Councils with a net Top-Up grant position of £1.9m.

A Governance Agreement, attached at Appendix 1, had been prepared which set out how the Pool would operate. The Pool would be established for an initial one year period, with annual reviews and an appropriate notice period for any Council wishing to leave the Pool.

RESOLVED: That the proposal to establish a Business Rates Pool from 1 April 2014 along with St Helens Borough Council and Warrington Borough Council, be approved.

EXECUTIVE BOARD MEETING HELD ON 23 JANUARY 2014

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| 142 | REVIEW OF POLLING DISTRICTS AND POLLING PLACES |
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The Board considered a report of the Strategic Director, Policy and Resources, on a review of Polling Districts and Polling Places.

The Board was advised that the Electoral Administration Act 2006 introduced a statutory duty for local authorities to carry out a review of their Parliamentary Polling Districts and Polling Places by 31 December 2007 and at least every four years thereafter. However, it was reported that the Electoral Administration Act 2013 introduced a

change to the timing of compulsory reviews which must now be completed between 1 October 2013 and 31 January 2015.

It was noted that the last formal review was undertaken in 2011. The Returning Officer reviewed Polling Stations at election times. Ward Members had usually been informally consulted on any changes deemed necessary and those changes made.

The review would have three stages, as set out in the report. The Board was further advised that, given the nature of the review and the imminent timescale, the involvement of a Working Party of Elected Members, would ensure that the final decision could be made and published prior to the elections in May 2014.

RESOLVED: That

- 1) authority be given for the publication of the Notice of Polling Districts and Polling Places Review; and
- 2) a Working Party of six Members (4 Labour, 1 Liberal Democrat and 1 Conservative), be appointed to undertake the review of Polling Districts and Polling Places following consultation, as required by the Electoral Administration Act 2013, and make recommendations to the Executive Board.

EXECUTIVE BOARD MEETING HELD ON 6 FEBRUARY 2014

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| 144 | TREASURY MANAGEMENT STATEMENT 2014-15 |
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The Board considered a report of the Operational Director, Finance, proposing the Treasury Management Strategy Statement (TMSS) for 2014/15.

The TMSS was attached to the report and detailed the expected activities of the Treasury function in the forthcoming financial year (2014/15).

The Local Government Act 2003 required the Council to “have regard to” the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans were affordable, prudent and sustainable. The Act therefore required the Council to set out its Treasury Strategy for borrowing as well as an Annual Investment Strategy, which set out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments. However, Government guidance stated that Authorities could combine the statement and the strategy into one report, and the Council had adopted this approach.

Members noted that the production of a Minimum Revenue Provision Policy Statement was required and a formal statement for approval was contained within Appendix C.

RESOLVED: That Council be recommended to adopt the policies, strategies, statements and prudential and treasury indicators outlined in the report.

| | |
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| 146 | DEMOLITION OF MOOR LANE BUSINESS CENTRE |
|------------|--|

The Board considered a report of the Strategic Director, Children and Enterprise, which provided an update on the closure and subsequent demolition of Moor Lane Business Centre.

The Board was advised that a decision to close the Centre was made in early 2013, as repair work needed to return the building to a reasonable state of repair was estimated to be in excess of £750,000. It was noted that unless rents were increased substantially over a five year period, funding was not available to carry out this work.

Tenants had been provided with assistance with relocation and it was noted that although the majority of the 38 businesses had relocated within the Borough, five had relocated elsewhere. It was reported that if the building was demolished and the site cleared and secured, the site offered a regeneration opportunity. It was further noted that discussions had taken place with the NHS Clinical Commissioning Group in respect of the site being used as an interim car parking facility for clients using the Moor Lane Health Centre.

RESOLVED: That the Board noted

- 1) that the final date for the closure of the building was 31 January 2014; and
- 2) the demolition of the premises would commence in late February 2014, with completion being due in early June 2014.

REPORT TO: Corporate Policy and Performance Board
DATE: 18 March 2014
REPORTING OFFICER: Chief Executive
SUBJECT: Halton Strategic Partnership Board minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 The Minutes relating to the Corporate Services Portfolio which have been considered by the Halton Strategic Partnership Board are attached at Appendix 1 for information.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

3.1 None.

4.0 OTHER IMPLICATIONS

4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

**8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE
LOCAL GOVERNMENT ACT 1972**

8.1 There are no background papers under the meaning of the Act.

HALTON STRATEGIC PARTNERSHIP BOARD

Minutes of a meeting held on Wednesday, 11 December 2013 at the Karalius Suite, Select Security Stadium, Widnes

Present:

| | | |
|-----------------------|-------------------|-------------------------------------|
| Board Members: | David Parr | HBC (Chairman) |
| | Dr Elspeth Anwar | Public Health |
| | Simon Banks | Halton Clinical Commissioning Group |
| | Sarah Boycott | Cheshire Police |
| | Cllr Dave Cargill | Cheshire Police & Crime Panel |
| | Kate Fallon | Bridgewater NHS Trust |
| | Cllr Mike Fry | Community Representative |
| | Ann McIntyre | HBC - Children's Trust |
| | Mick Noone | HBC – Chair E&R SSP |
| | Terry Parle | Halton Sports Partnership |
| | Janine Peterson | Job Centre Plus |
| | Revd Jeremy Duff | Faith Communities |
| | Wesley Rourke | HBC – Chair ELS SSP |
| | Noel Sharpe | Halton Housing Trust |
| | Sally Yeoman | Halton & St Helens VCA |
| | Sean Henshaw | Cheshire Fire & Rescue Service |

Advisors to the Board: Shelah Semoff HBC – Policy and Strategy

In Attendance: L. Derbyshire (HBC), J. Heritage (Bridgewater Trust)
D. Houghton (HBC), J. Bucknall (HBC)
Presentation Authors: S. Bell, J. Fradley, D. Cornes,
K. Woods, J. Collins and B. Williams

Apologies for Absence: Councillor Rob Polhill (HBC - Chairman), N. Atkins (HHT),
P. Cain (Chamber of Commerce), M. Murphy
(Riverside College), E. O'Meara
(Director of Public Health), J. Rigby (OB Academy) and
A. Waller (Fire & Rescue Service)

12 MINUTES OF THE LAST MEETING AND MATTERS ARISING

The minutes of the meeting held on 11 September 2013 having been printed and circulated were agreed as a correct record.

13 SSP KEY MESSAGES / ISSUES

The key partners each gave a verbal update on their areas in respect of: the Health and Wellbeing Board, Environment, Skills and Learning, Children and Young People (Children's Trust), Environment and Regeneration; Safer Halton, the Housing Partnership and Equalities and Engagement.

In relation to the Health and Wellbeing Board, it was reported that good progress had been made in the following key areas:-

- There had been an improvement in breast screening from 18% to 25½%;
- Baby Friendly Status – Level 2 had been achieved;
- Alcohol Hospital Admissions had previously stabilised but there had been a slight increase since last year. However, it was reported that it was still below target;
- There remained some challenges in health mortality in females as it was fluctuating and there had been no overall reduction since 2010, due to cancer in females;
- The target for smoking cessation had failed. It was reported that this was largely as a result of the introduction of e cigarettes and further work would need to be done to address this target;
- The Board noted that the 2 year operational plan would finish in February 2014 and would be signed off by the Health and Wellbeing Board, who would also be holding a workshop in January before the sign off;
- Urgent Care Centres – acute visiting had been put in place for this winter. Discussions were on going with GPs as to its sustainability as there had been a 25 % increase in demand for services;
- The Board noted the significant challenges over the next 5 years as a result of a reduction in the budget and that radical options for health care services would need to be established. It was also noted that a whole system approach to funding and health care options would be required. The Board were encouraged to feedback any suggestions to Simon Banks or Eileen O'Meara;
- It was noted that the Wellbeing Practice approach was being acknowledged by the National Association of Primary Care and the University of Warwick had undertaken research on its effectiveness and it was reported that it would be rolled out nationally; and
- It was reported that a significant amount of health and wellbeing work was being delivered locally and it was having a positive impact on the community.

In relation to Environment, Learning and Skills (ELS), it was reported that the Task and Finish Group had met in November to review the role and function of the group as attendance had been inconsistent and also to ensure the appropriate decision makers attended. It had been agreed that it was appropriate to meet and the key priorities had been affirmed.

It was reported that at the SSP meeting on Monday, the Terms of Reference would be launched, the key priorities of the group and the shared strategic priorities to maximise economic growth in the Borough would be formulated. It was highlighted that to reflect the structure of the SSP and the linkages to various sub groups, there needed to be a clearer distinction, with a focus on skills task and finish opportunities via a commissioning approach in respect of the work that was undertaken.

It was also reported that there was an opportunity for other partners to contribute to agenda setting and the revised Terms of Reference would develop the social inclusion strand of the next European Programme.

The Board noted the significance of ELS within the Combined Authority, the relationship between local delivery and the wider regional agenda.

It was noted that work was taking place to involve students from the college in the specialisms at Daresbury in order to create future opportunities for Halton residents.

In relation to Children and Young People the Board noted the following activities:-

- The structure had been streamlined and protocols similar to safeguarding had been developed. Priorities had been agreed and services continued to be delivered via a joined up approach which gave high quality whilst being value for money;
- In respect of health and education, the Authority were focussing on vulnerable young people;
- Pupil premium - 900 per pupil, this would rise to 1300 in the next financial year and represented a challenge;
- The Board noted the KS1,2 and 4 performance and the challenge and work being taken with schools to utilise funding more effectively;
- A lot of work was being undertaken in respect of the Children and Families Bill, which supported children and families with special educational needs. An integrated Educational Health and Care Plan would need to be developed and a move towards more personalised budgets for families was being developed by the Strategic Group. Regular updates would be presented to the Board;
- Councillor N Plumpton-Walsh had been nominated to be lead Councillor as a champion and conduit between the various youth groups and the Council;
- The importance of the Partnership undertaking work to identify families and extended families in respect of the early learning agenda was noted.

It was also noted that this was a key priority and would be taken forward, with an action plan in place by September;

- It was reported that a review of maternity services across Cheshire and Merseyside had been undertaken. An event would also take place in February 2014; and
- Youth Involvement – It was reported that work was taking place with the Youth Cabinet and it was hoped they would attend the next meeting of the Board.

In relation to Environment and Regeneration, the following was reported:-

- There had been a review of the membership of the SSP; who was on it and other partners were encouraged to join the group to ensure that the work being undertaken was being captured;
- SCS – It was reported that the objectives for the SSP were very broad and it was difficult as it did not allow all partners to contribute to achieving these. A special SSP would take place on 7 January 2014, to consider all the objectives and how they could be achieved. There would also be more focus on monitoring already being undertaken which would give an opportunity to highlight the significant amount of good work that was taking place and share this across the wider Partnership;
- It was noted that a lot of work was being done in various businesses to achieve carbon reduction. However, it was felt that the partnership were currently not in a position to capture this data;
- It had been agreed that the SSP would meet with the ELS SSP to identify overlaps and share ideas and priorities;
- The LSP Transport Board were meeting this afternoon and had undertaken a considerable amount of good work. Members were invited to be part of the Board by contacting Mick Noone or Shelah Semoff; and
- It was noted that a lot of developments were being established in the Borough; Halton Lea Shopping Centre; a new supermarket on the Polar Ford site in Runcorn; a development near the Brindley; £30m to develop a project at Daresbury; new developments coming out near The Hive and Mersey Gateway.

In relation to Safer Halton Partnership, it was reported that there were challenges in respect of anti-social behaviour. There had been a decrease year on year, but recently there had been an increase which had been identified as a result of off road bikes (2 serious accidents this year) and an increase in neighbour disputes related to mental health and alcohol abuse.

It was reported that there had been significant success in addressing very serious organised crime from Liverpool and a lot of excellent work had taken place at

an early stage to avoid it coming into Halton. There had been significant interventions taken by Cheshire Police and individuals had been caught and punished. However, it was reported that some individuals remained under surveillance. The importance of community cohesion was highlighted and it was reported that addressing this matter was a crucial role and responsibility of the Board.

It was reported that the Police and Crime Panel had completed all their statutory obligations and there had been no issues. However, the protocol on what information was required to scrutinise the PCC was yet to be agreed, but discussions were on going and friendly.

The Board noted that the Chief Constable would remain in post until June 2014, when a new Chief Constable would be appointed.

In respect of the Strategic Housing Partnership, it was reported that a meeting had not taken place since the last meeting of the Board. A meeting had been arranged for Friday 13 December 2013 and discussions would take place on Choice Base Letting.

It was reported that the workplan was being reviewed for the forthcoming year and discussions would take place on the welfare reforms. In the North West Research Project, work was also taking place looking at each registered provider, creating a real life reform report and tracking families via welfare reform. The report would be published on Tuesday 17 December 2013 and a copy would be sent to Shelah Semoff for circulation.

The Board noted the opportunity for housing in respect of the Mersey Gateway Project; where tenants would be best placed to take any employment opportunities and the accommodation requirements of contractors and sub- contractors. It was also noted that there would also be an increase in people using network support and this would impact on health and wellbeing.

In relation to Equalities, Engagement and Cohesion Group, it was reported that the membership and terms of reference were being reviewed and an action plan developed in order to re invigorate the group and identify a key area focus.

It was reported that the Safe in Town Scheme would continue, but would broaden out and increase the type of premises signed up to the scheme, and the type of beneficiaries, which would include people with low level mental health and dementia. Funding was being sought from the CCG and the PCC. It was also reported that the scheme would be linked to the Disability Friendly Kite Mark currently being developed in Halton.

The Board was advised that in respect of hate crime and the low reporting of disability hate crime, which was, a national issue, a sub-regional event was being developed. It was noted that schools had been requested to collate information on prejudice based incidents on a termly basis. It was reported that this was a new approach for schools and the definition had been broadened so that it was not simply racial incidents anymore.

The Board noted that it was too early to identify the implications of the Government review of the Equality Act.

14 CHILD AND FAMILY POVERTY PRIORITIES

The Board received a presentation from Steve Nyakatawa and Debbie Houghton on the Partnership's Child and Family Poverty Strategy draft priorities which:-

- Gave a definition of poverty;
- Set out the key statistics from the Liverpool City Region (LCR) needs assessment (Higher in Halton than the north west; Welfare reforms take £162m annual away from children and families; there had been an increase in the use of food banks, more were living in fuel poverty; there was a jobs deficiency and there had been an increase in children in workless homes);
- Detailed the priorities for tackling child and family poverty in Halton (overarching theme was closing the gap) the income gap, the employment skills gap and the health and nutrition gap;
- Set out the issues in relation to the income gap;
- Presented a map showing deprivation levels from the income domain of the IMD 2010 (real pockets of deprivation);
- Gave a breakdown of annual gross median pay for Halton, the north west and England;
- Set out the income priorities and what could be considered i.e. addressing debt/multiple debt; access to affordable credit and loans; improving financial knowledge and understanding welfare reforms;
- Outlined the employment and skills gaps, the unemployment rate in Halton, the North West and England;
- Set out the job seekers allowance rate (August 2013) vs the IMD score 2010 across the various areas in Halton;
- Outlined the no qualification (2011) census vs IMD 2010 score;
- Gave the percentage of all employment, shown by occupation types, Halton and England;
- Set out the percentage of 16-18 year olds who were NEET (there were massive discrepancies across the Borough). Halton were 7%, the North West 6.4% and England 5.7%, which had improved significantly;

- Highlighted that the attainment gap between those pupils receiving free school meals and the rest of their peer group (national data);
- Detailed the employment and skills priorities (to raise skill levels of all ages; matching skills to LCR economy growth areas, highlighted that welfare reforms may widen the gap in health inequalities and was likely to impact on disabled people, including people with mental health problems and for some people, the recession had resulted in worse diets, colder homes and less physical mobility);
- Set out the fuel poverty figures (2011) vs IMDB 2010 scores across the various areas of the Borough;
- Detailed the life expectancy at birth in Halton and the gap between Halton and England;
- Set out information on hungry children – national information outlined that 13m were living in poverty and at least 4m suffered from food poverty; there had been an increase in the use of food banks nationally; 72% of teachers who had been surveyed had stated that they had experienced pupils attending school without provision for lunch;
- Set out the health priorities (Life expectancy at birth; infant mortality; child mortality; excess weight; low birth weight; teenage mothers breastfeeding and smoking); and
- Outlined the approaches to closing the gap in Halton; how Halton were making a difference and set out the numerous successes to date.

The Board were requested to consider the following three key questions and then consider one or two actions that they could progress:-

- The right priorities?
- Partnership experiences of poverty; and
- How could the Partnership actively making a difference?

It was reported that a high number of food banks had been established in different towns. The food banks were only meant to be used as crisis cover and individuals were only allowed to access the food banks on three occasions. Food banks, it was reported, were not able to meet the demand, which was creating huge challenges for the volunteers who worked there.

The following comments arose from the presentation:-

- A focus on access to key employment sectors in specific areas was required, Wesley Rourke would circulate the information;
- A pro-active and targeted approach was required for issues such as drugs and mental health;

- Consideration would need to be given to mental health in young people;
- There were 13m living in poverty, out of the 64m UK population, i.e. 1 in 5 of the population. Partnership action could be to give views and experiences, of one place, what has happened in the Borough in the last 18 months; to have all the data in one place so that partners could consider it and make a real difference;
- It was reported that statistics from Halton's two food bank managers had been included in the figures for the Liverpool City Region;
- It was noted that historically the Council had filled a lot of the listed gaps, but as a result of Government cuts, they were no longer in a position to do so. Voluntary, community groups and individuals would have to take more responsibility as public sector bodies such as the Police and Health etc moved forward in these challenging times; and
- It was suggested that the Partnership would need to look at who else should be involved in the discussion. In response, it was reported that the Board represented a wide membership and information could be co-ordinated via that membership.

In conclusion, it was reported that suggestions/ideas could be sent to Steve Nyakatawa directly.

15 PRESENTATIONS

The Board received a series of presentations related to alcohol issues as follows:-

- Mr Simon Bell and Dr Elspeth Anwar – An overview of the Alcohol Strategy and the alcohol figures for Halton.
- Jayne Fradley and Deborah Cornes on Alcohol Prevention in Halton;
- Branaugh Williams and Jeanette Collins - Alcohol treatment services in Halton. A scenario was also circulated on Client A and their journey through alcohol interventions;
- Kate Woods – Alcohol Related Crime and Disorder; and
- Dry January – The Launch of the event.

RESOLVED: That the presentations be noted.

Meeting ended at 12 noon

REPORT TO: Corporate Policy & Performance Board

DATE: 18th March 2014

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Business Planning 2014-2017

WARDS: Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1. To provide an update on Business Planning for the period 2014 - 17 and to consider the Directorate priorities, objectives and targets for services for this period that fall within the remit of this Policy and Performance Board.

2.0 RECOMMENDED: that

- i. **The Board receive the advanced draft of the Business Plan prior to its consideration by Executive Board.**

3.0 SUPPORTING INFORMATION

- 3.1 Each Directorate of the Council develops a medium-term business plan, in parallel with the budget that is subject to annual review and refresh. PPB input into the business planning process and the setting of priorities for the Directorate is an important part of this process.
- 3.2 Key priorities for development or improvement for the various functional areas reporting to this Policy & Performance Board were presented to and considered by the Board in November 2013.
- 3.3 In light of the meeting Draft Directorate Business Plans have now been developed.
- 3.4 Each of the Plans will contain appendices identifying specific Departmental activities and performance measures and targets that would provide a focus for the on-going monitoring of performance throughout the year. Directorate Business Plans will be subject to annual review and refresh in order that they remain fit for purpose taking account of any future change in circumstances, including any future funding announcements that may emerge.
- 3.4 Given the remit of this Board Business Plans for Policy & Resources and Children and Enterprise Directorate (in respect of Property Services) and the Communities Directorate in (respect of Catering, Stadium and Registration Services) are now available for consideration by the Policy & Performance Board.
- 3.6 It should be noted that plans can only be finalised once budget decisions have been confirmed in March and that some target information may need to be reviewed as a result of final outturn data becoming available post March 2014.

4.0 POLICY IMPLICATIONS

- 4.1 Business Plans form a key part of the Council's policy framework. Plans also need to reflect known and anticipated legislative changes.
- 4.2 Elected member engagement would be consistent with "Best value guidance", announced in September 2011, to consult with the representatives of a wide range of local persons.

5.0 OTHER IMPLICATIONS

- 5.1 Directorate Plans will identify resource implications.
- 5.2 Directorate Plans will form the basis of the Priority Based Performance Reports which will continue to be presented to the Board on a quarterly basis.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 The business planning process provides a means by which the Corporate Priorities of the Council are integrated into the delivery of services at an operational level.

7.0 RISK ANALYSIS

- 7.1 The development of a Directorate Plan will allow the authority to both align its activities to the delivery of organisational and partnership priorities and to provide information to stakeholders as to the work of the Directorate over the coming year.
- 7.2 Risk Assessment will continue to form an integral element of Directorate Plan development. This report also mitigates the risk of Members not being involved in setting service delivery objectives.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 Equality and diversity considerations, and the Council's responsibilities under equalities legislation, remain integral to the business planning process. An annual report will be made available to Members as an element of the Council's performance management arrangements.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

- 9.1 There are no relevant background documents to this report.



**Policy & Resources
Directorate**

DIRECTORATE PLAN

April 2014 to March 2017

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1.0 Foreword and Introduction from Strategic Director

INFORMATION TO BE ADDED

2.0 Key messages

Finance

In setting the budget for 2013/14 the Council faced a funding gap of £14m due to reductions in Government grant funding. As a result significant budget reductions were necessary in order to balance the books. The Council's Medium Term Financial Strategy (MTFS) 2014-17 identifies further budget funding gaps of £15m in 2014/15, £17m in 2015/16 and £14m in 2016/17. Implementing further budget reductions on this scale will be extremely difficult for the Council, whilst maintaining delivery of services and protecting the Borough's most vulnerable residents.

Greater efficiency continues to be one way of achieving those savings. The Council set up the Efficiency Programme in 2009 and it has identified over £12m since then. Further efficiencies continue to be needed and it is the responsibility of everyone to identify opportunities for greater efficiency.

Improvement in procurement practices has also provided another way of funding savings and this approach will continue. The Procurement Division was set up in 2010 and has identified savings of over £2m since then, with a further £0.7m target to be set for 2014/15.

Financial probity has been maintained, along with effective accounting practices, the issuing of bills and collection of monies. This has been successfully achieved alongside unprecedented changes to the council tax, business rates and benefit regimes. Getting the financial basics right has been achieved despite continuing reductions in the Department's posts and means the Council faces the challenges of the future with a strong financial base, which Grant Thornton have reiterated in their Annual Audit Letter.

The Council has a history of setting balanced budgets and then spending within those budgets. A robust Finance Department is essential to assist the Council in facing an uncertain financial future. The External Auditor has yet again given the 2012/13 accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

Human Resources and Learning and Development

To reflect the emerging environment, the Human Resources and Learning and Development Division is undergoing a restructure to enable it to best support the rest of the organisation in the future in an environment of reducing resources and to deliver a more efficient and modernised service for the Council.

This follows the successful introduction of a number of improved transactional systems over the last few years, namely iTrent, the I Want HR Portal and document imaging.

The new structure includes Development posts to enable the functionality of all of these systems to be further enhanced to enable the Division to provide Directorates with improved management information and performance data.

As a result of the restructure, the way Learning and Development is delivered by the Division will change and only employees of the Council will be offered training opportunities. Members of the L&D Team will work with colleagues in other Directorates to provide advice and assistance in the delivery of training for Foster Carers, school governors, partners etc.

As the Council continues to respond to the austerity measures, it is envisaged that a consequence of this will be a reducing workforce and therefore the Division will continue to work with the Trade Unions and managers on formal consultations on revised structures, reviewing staffing protocols and changes to Terms and Conditions of Service over the coming years. Although the Council has a good track record of minimising compulsory redundancies and facilitating redeployment opportunities as far as possible, this will become more difficult over the coming years as such opportunities become fewer and so it is particularly important that constructive working relationships are maintained with trade unions during these times.

April 2014 sees a significant change to the Local Government Superannuation Scheme and the Teachers' Pension Scheme. The H.R and L&D Division are central to both communicating these changes to affected employees and also to ensuring that employees requests are appropriately actioned.

ICT Services

INFORMATION TO BE INSERTED

Legal and Democratic Services

The legal team, of course, has to ensure that the Council is always kept up to date on changing legislation, which can at times impose significant service demands. For example the new arrangements governing the progress of child care cases through the courts have put pressure on solicitors to ensure that very demanding timescales are met.

At a time when there have been large numbers of staffing changes in the Council, it is vital that Members, staff and the public are appraised of developments in a timely fashion. The Communications & Marketing team have a key role to play in securing this.

The Customer Intelligence Unit is keeping the Council in the best possible position in terms of information gathering. It is also making great strides in ensuring that services are as accessible as possible and that the Council uses Social Media effectively. The team will continue to ensure that the Councils decision-making processes are fit for purpose and legislatively compliant.

Policy, Planning and Transportation

Bridge & Highway Maintenance

Confirmation of the Merseylink consortium as the Preferred Bidder for the Mersey Gateway project was announced in April 2013 and since then Merseylink has been developing the planning, technical and commercial aspects of their final tender to Halton, with a view to reaching a position whereby both parties can agree to Financial Close.

It remains expected that construction will commence in early 2014 with the Gateway Bridge opening to toll paying traffic in mid-2017.

As the largest project of this type currently being undertaken by a local authority, it will have a significant influence on the work of the Council and particularly that of the Policy, Planning and Transportation Department in the coming years.

Delivery of the major bridge maintenance programme (through the Halton's Bridge Maintenance Partnership Contract) has continued, using the £18.6m maximum funding availability from the Silver Jubilee Bridge Complex Major Maintenance Scheme. However, the advanced state of procurement of the Mersey Gateway project has significantly increased the certainty that the two projects will overlap.

The construction phase of the Mersey Gateway project involves significant changes to the existing highway network, particularly at its interfaces with the approaches to the new crossing. The provision of new elevated junctions and the delinking of the Widnes route to the Silver Jubilee Bridge have the potential to create serious disruption for cross river traffic during construction.

To address this, the procurement strategy for the Mersey Gateway has placed minimum requirements on lane availability for cross river traffic during construction and, through the Widnes Diversion Charging Scheme, incentivised the bidders to produce a Traffic Management Strategy which minimises the scale of disruption during construction.

There is now, therefore, the prospect that any major maintenance work within the Silver Jubilee Bridge Complex which would require significant traffic management (i.e. anything greater than short term overnight temporary lane closures) from the commencement of Mersey Gateway construction in January 2014 could be considered to conflict with the principles of the Mersey Gateway contract. Indeed, should the disruption associated with on-going Silver Jubilee Bridge Complex maintenance works conflict with Merseylink's construction activities, which is very likely, there could be significant contractual consequences.

The Council has, therefore, formally requested Department for Transport's deferral of £4.9m of already approved Silver Jubilee Bridge major maintenance funding into 2017/18 to allow these works to be undertaken

during a period of total closure of the Silver Jubilee Bridge following opening of the Mersey Gateway crossing.

The intention would be to procure these works in conjunction with the works required to modify and improve the Silver Jubilee Bridge to suit its post Mersey Gateway function in accommodating all local traffic, pedestrians and cyclists.

Following a procurement exercise undertaken collaboratively with Warrington Borough Council, a new term Highways Term Contract was awarded to Lafarge Tarmac and this became operational on 1st June 2013. The aim of this contract is to provide a high quality, value for money service which focuses on delivering continuous improvement in important areas. It also provides opportunities to improve the efficiency of HBC's own asset management, inspection, reporting and ordering processes.

Logistics

During 2013, the Council has been working with its Liverpool City Region partners on preparing an application to the Secretary of State to become a Combined Authority (CA). If approved, this will bring all 6 local authorities, Merseytravel and the LEP together into one body with strategic decision making powers for economic development, regeneration and transport. In becoming part of the CA, the Council would have to transfer all of its Local Transport Authority powers. Whilst this would not bring about any significant changes in service delivery in 2014/15, changes will become more apparent such as the adoption of the Merseytravel brand at bus stops and train stations.

The Bus Service Operators Grant (BSOG) paid to operators to subsidise the cost of fuel for tendered bus services will be devolved to the Council from 1st January 2014. It will therefore need to administer the distribution of these grants.

The environment in which bus and community transport companies have to operate has become increasingly challenging during 2013/14. It is anticipated that increasing operating costs (especially fuel and insurance), the current fiscal climate, and decreasing funding from central government will remain during the life of this plan and possibly beyond. This is likely to impact on the provision of public transport services across the borough.

The Council has worked with operators and Merseytravel to try to minimise the impacts of these factors. It has utilised funding available through the Mid-Mersey Local Sustainable Transport Fund (LSTF) Partnership, to target public transport interventions aligned to the Council's strategic priorities, for example by creating through links to new and existing employment sites or by responding to specific local contexts and needs e.g. those areas / groups where deprivation is disproportionately high as compared to the borough as a whole.

Halton in partnership with the Liverpool City Region submitted a bid under the Better Bus Area fund and in October 2012/13 the bid proved to be successful. The key element for the bid is that all operators taking part will devolve all Bus Service Operators Grant (BSOG) to the Liverpool City Region (LCR) partnership. The amount of BSOG devolved will attract a 20% uplift from Department for Transport (DfT) which will be re-invested into the public transport network.

Through the bid, Halton will potentially benefit from the introduction of a quality bus partnership on the Widnes – St. Helens corridor 17 (Halton Transport) and 33 (Arriva) service. The services will be scheduled to provide a balanced 15 minute frequency along the corridor and a reciprocal ticketing agreement will be in place, whereby both operators accept each other's weekly or daily tickets.

Policy & Development Services

For Policy and Performance teams the preceding 12 month period has been one of consolidation, with the transition of staff back to individual directorates, and the discontinuance of the Centres of Excellence for Policy and Performance.

Within the Policy and Resources Directorate, the policy and performance team has responsibility for ensuring the Council has a single unified and cohesive policy and performance framework under which the full range of diverse services are delivered. This is achieved through the Sustainable Community Strategy and Corporate Plan combined with performance monitoring. Policy work directly relating to specific service areas is now undertaken within the relevant directorate.

The role of this Directorate's policy and performance team is the production of policy that has an organisation wide impact and requires Council wide coordination. Examples include Strategic Partnership activity, adherence with equalities duties, corporate workforce planning, responding to national policy implementation (Welfare Reform, Localism Act implementation, Open Public Services, Community Budgets), sector led improvement initiatives and external influences from the Local Enterprise Partnership and Combined Authority.

Development Services teams (Planning, Building Control and Contaminated Land) continue to add value to proposed development schemes as well as safeguarding public interests through the management of a high case load. A significant amount of new development has come forward including that at SciTech Daresbury, Widnes Waterfront, the Upton Rocks Local Centre, the Ford dealership and Lidl both at Halton Lea, and new homes at a number of sites in north Widnes (Lunts Heath, Norlands Lane, Barrows Green Lane, and Eternit Derby Road). A significant amount of development is being planned for 2014 including new housing schemes at Sandymoor and Daresbury, and at new employment sites including Bayer, 3MG and a number of other projects.

The Contaminated Land Team was highly commended in the National Brownfield Briefing Awards for work on Mersey Gateway remediation.

Traffic, Risk & Emergency Planning and Health & Safety

The Council will need to continue to pursue greater efficiencies in future years by, for example, combining works contracts, working more collaboratively with neighbouring authorities and by rigorously pursuing income due to the Council as Highway Authority and as permitted by legislation. Increased monitoring of road works is being carried out to reduce the potential damage to the highway infrastructure and to improve this further and subject to Member approval it is proposed to have a Permit Scheme in place from 01 January 2015. This will increase the control the Council has over works carried out by the statutory undertakers.

The Health & Safety team is providing advice to schools on H&S matters and some academies have now also bought back the advice service. This work needs to be coordinated with the service provided to the Council's main departments. Electronic systems are being implemented to assist the reporting of compliance, however initially there is an increased workload during the transition.

The CCTV system continues to be upgraded to improve monitoring and the quality of recorded images available. The number of cameras monitored has increased to improve the safety of Council assets, such as Victoria Park. There are regular requests to increase the monitoring capacity, particularly to enhance the night time economy.

Public Health

One of the major concerns for Public Health continues to be the issue of Health Inequalities across Halton. The main focus for this is the Health and Wellbeing Strategy. During 2013/14 action plans for each of the five priority areas were agreed by the Health and Wellbeing Board and implementation has begun. Details and progress on each of the priorities are outlined below:

Prevention and early detection of cancer

Cancer is a key public health issue in Halton. At the time of writing the Health and Wellbeing Strategy, cancer was the highest single cause of death in Halton with the female death rate from cancer being the highest in England. Since the development of the strategy an action plan has been developed and a range of actions implemented. These include raising public awareness of the signs and symptoms of cancer, continued efforts to increase smoking quit rates with a particular emphasis on pregnant women and workplaces.

Regionally there has been a marked drop (12%) in people accessing all services in Cheshire/Merseyside due to the emerging popularity of the E cigarette (which are not recognised as a quit aid by the NHS) and the current economic downturn.

Other activity on this priority includes HPV vaccination which protects women against cervical cancer and a “Sun Safety” campaign, aimed at Early Years settings and Primary Schools. Environmental Health activity to mystery shop underage access to sunbeds has been undertaken to help prevent incidence of skin cancer in future years.

Improved child development

Data from the national Millennium Cohort study shows that by 3 yrs children in families with incomes below the poverty line are 8 months behind in language and 9 months behind in school readiness compared to those with incomes above. The data also provides evidence that there are potential modifiable factors, daily reading, regular bedtimes and library visits, which parents can implement and health and social care professionals can recommend to parents in order to improve cognitive development.

For 2010-11 Halton had the lowest percentage of children achieving a good level of development at age 5 in England.

Through the Health and Wellbeing Strategy a draft under 5's child development strategy is in place and actions are underway. The 0-5 universal healthy child programme is being delivered and includes all components.

The Department of Health programme to increase the numbers of health visitors who deliver the universal child health programme is on target in Halton. Breastfeeding support is available across the borough, and offered to all breastfeeding women. The Public Health Team continue to maintain breastfeeding friendly premises, and this is currently being refreshed with materials for the “breast milk it’s amazing” social marketing campaign.

Halton has been awarded UNICEF Baby Friendly status which is the equivalent of an OFSTED inspection. As part of this assessment Halton frontline staff and managers were assessed as outstanding.

- **Reduction in the number of falls in adults**

Hospital admissions due to falls in those aged 65+ were one of the highest in the country for 2010-11. The Halton Falls Pathway has been reviewed and subsequently redesigned to include both universal prevention and education, and specialist treatment services. A comprehensive action plan has been implemented to deliver a community wide approach embracing the full range of community services with a robust performance framework for monitoring and evaluation.

Through a series of events held during national Falls Awareness Week in June a number of local organisations worked together to educate 400 older people across Halton about the dangers, how to avoid falls and stay healthy.

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Reduction in the harm from alcohol

Alcohol harm is a key public health issue and also has a significant impact on crime, community safety and the wider economy. A range of services are already in place to address this issue. The Alcohol Action Plan (developed as part of the Health and Wellbeing Strategy) identifies on-going action with key contacts and training for all front line workers including GPs, Alcohol Liaison Nurses and children's workers etc., to identify and help moderate unhealthy drinking behaviour.

A social marketing campaign is currently being developed targeting women who are of childbearing age and pregnant, to ensure they understand the harm that alcohol can cause to their baby.

Prevention and early detection of mental health conditions

One in four people attending GP surgeries seek advice on mental health. Halton has a higher than average rate of suicides and undetermined injuries and a slightly higher rate of people suffering from depression. Dementia is also on the increase with an increasing elderly population.

The rate of hospital admissions due to self-harm for under 18s is also high. An integrated Child and Adolescent Mental Health Strategy that will focus upon prevention, early detection and treatment across Public Health, Children's Services and NHS provision has been developed.

The Strategy focuses upon meeting the needs of local children, young people and their families and will focus upon the role of schools, GPs, Children's Centres and other local facilities to support the implementation of the Mental Health and Wellbeing Programme.

An action plan for the Prevention and Early Detection of Mental Health problems has been developed, focussing largely on prevention to help provide a shift in attitudes and awareness of mental health issues. An overarching Mental Health Strategy is in development, which will be further supported by the development of a Child and Adolescent Mental Health (CAMHS) Strategy.

Trading Standards

A project plan has been drawn up to facilitate the transfer of the trading standards service back to Halton. A principal trading standards officer has been appointed to manage the new service. Negotiations are on-going to agree the remaining staff to transfer.

This will provide a significant opportunity for the Borough by bringing together under a single management arrangement the Trading Standards, Environmental Health and Public Health functions. There are many inter-relationships between with these services that can be mutually supporting in delivering positive community outcomes.

3.0 Factors affecting the Directorate

Finance

The Council will continue to face significant budget reductions. As well as needing to find £15m in 2014/15 a further £31m of budget reductions will be needed in the following two years. The Council is faced with cutting 40% of its budget over the next three years.

The coming year will be the second year of the Business Rates Retention Scheme whereby councils retain 50% of the business rates generated in their area. This means that continuous economic development and regeneration is now even more important for the Council's funding of all its services. In order to help maximise this funding, the Council has agreed to create from 1st April 2014 a business rates pool with Warrington and St Helens Councils.

There has been a range of significant changes made to housing and council tax benefits over the past year. This has impacted upon the work of the Department and increased the demand from the public for support and assistance. This situation will continue as the Government roll out their welfare reform programme and will continue to put increased pressure upon the Council's services and the costs of those services.

There will also be a further significant change in the Council's funding, with greater integration of health and social care services through the implementation of the Better Care Fund from 2015/16. Preparations for this major change in service delivery and funding will be undertaken during 2014/15.

Opportunities will continue to be sought to expand and develop the delivery of procurement services to other councils and CCGs, in order to generate additional income and thereby support the delivery of Halton's services.

The Mersey Gateway Bridge project will shortly reach financial close. The Mersey Gateway Crossings Board Limited has been established as a separate entity in order to manage the construction and operation of the bridge. The Council will over the coming years make a significant capital contribution towards the construction cost of the bridge, which will require careful management of investment and borrowing activities in order to secure the most favourable position for the Council.

These activities relating to the Mersey Gateway Bridge will have a significant impact upon the Department's activities, particularly in protecting the Council's interests. The Department along with others will charge the Mersey Gateway Crossings Board for the services delivered, which will generate additional income to support the Council's services.

Human Resources and Learning and Development

The Division will continue to play an active role facilitating consultations between trade unions and managers concerning organisational changes such as restructurings, TUPE transfers, schools transferring to Academy status, changes to terms and conditions etc.

Agreement on the settlement of equal pay claims will remain an on-going activity for the Division as both the Equal Pay legislation develops and new claims are received.

Additionally, there has been a raft of Employment Law changes over recent years from central government and the Division will ensure that the Council responds appropriately to these and has sound and robust policies' and procedures in place.

There is a challenge for the Division to continue to provide the current high quality, well respected, learning and development service to the Council with significantly reduced resources and this will inevitably mean that things will be done differently although it is envisaged that the service will be more focused and work in partnership with client Directorates.

ICT Services

INFORMATION TO BE INSERTED

Legal and Democratic Services

The primary focus of the legal team in the early stages of the plan period will be to support the Mersey Gateway Project as it approaches Financial Close. There will continue to be significant demands in terms of land acquisition, contracts and employment issues.

It is expected that the Greater Merseyside Combined Authority will be established in April 2014. Considerable work has been carried out with colleagues from other authorities to develop the submission, a constitution, and an operating agreement.. Demands will continue to be high as the Combined Authority commences operation.

The local and European elections will both be managed by the Democratic Services team. Polling day is 22 May 2014. The roll out of individual elector registration continues to be labour intensive and time consuming.

Policy, Planning and Transportation

Delivery of the Mersey Gateway Project.

The development of the Mersey Gateway project will place significant demands on staff for the next 4 or more years. Formal Local Authority

approval of the various planning and technical issues associated with the project is fundamental to the progress of the project and will have to be approached with the appropriate level of experienced resource to avoid compromising the project programme. The requirement for staff to satisfy Mersey Gateway needs without neglecting other wider service delivery functions will remain particularly challenging.

Although all bidders were incentivised through the procurement process to identify measures to minimise the impact of construction works, the Mersey Gateway has several interfaces with the existing highway network which will be significantly affected during the construction phase of the project

As a result, traffic disruption during critical phases of construction is inevitable and the social and financial consequences of this disruption in particular for emergency services, schools, local businesses and employees, needs to be planned for and mitigated.

The client technical and planning approval processes must keep pace with the Project's delivery phasing and construction programmes, and it is expected that the Highways Development Division will be heavily involved throughout. Additionally, it will be involved in the statutory / highway order processes necessary to implement aspects of the project.

There may also be a demand for additional works and facilities to promote and accommodate sustainable travel modes during the construction phase as the network comes under more pressure due to traffic restrictions.

Over the period of the business plan, it is likely that the development of design proposals for future integrated and sustainable transport provision, including modifications to the Silver Jubilee Bridge, will be progressed. This is likely to include input into the Mersey Gateway Regeneration Strategy and maximising opportunities for development through highway delinking proposals on both sides of the Silver Jubilee Bridge.

Development Management staff will be heavily engaged in ensuring all appropriate planning conditions are discharged in a timely fashion whilst the Contaminated Land Team will continue to offer advice to the Mersey Gateway Team and Merseylink in conjunction with that afforded by HBC's Legal Team.

Bridge and Highway Maintenance

Maintaining an affordable and effective highways and transportation infrastructure.

Whilst the level of highway maintenance funding available through revenue and capital sources appears significant, the amount of work that it allows to be carried out in relation to the whole highways network is relatively small. For example in 2012/13:

- Of the 411 km of unclassified road (mainly roads in residential estates) we were only able to treat or resurface approx. 10km or 2.5%.
- Of the 760km of footways/footpaths we were only able to treat or reconstruct approx. 28km or 3.7%.

It also needs to be recognised that over the last 8 years the cost index HBC have used to adjust contract base prices for highway maintenance has increased by over 40% largely due to big increases in fuel and bituminous materials costs over that period of time. The consequences of static or reducing funding availability continue to be compounded by these increases in costs. The adverse weather of recent winters, including the very weather of 2013/14, is continuing to take its toll on the condition of our highways.

To mitigate the consequences of this, the Council are exploring the full range of quality and cost savings potentials made available through the collaboration and partnering ethos of the new Highways Term Contract.

This has included Bridge and Highway Maintenance Division introducing new electronic processes for recording defects, issuing works orders and communications to and from the Contractor, made possible by the award of a new Contract to Lafarge Tarmac. This has replaced the bulk of the paper based systems which were previously employed and is be to the benefit of efficiency in service delivery. The task of maintaining the Council's biggest physical asset will, however, remain extremely challenging.

Highway Development

Development

The scale and pace of new development across the Borough is expected to continue over the period covered by the Plan. Changes to planning legislation and the transition to the National Planning Policy Framework aimed at assisting developments, is expected to place additional demands on the service. New housing development at Sandymoor and Daresbury; continuing house building in north Widnes and in Castlefields; major industrial / commercial development at 3MG / Stobart, Widnes Waterfront, Sci-tech Daresbury and within the Borough's town centres, will in combination, have significant impacts across the Highway Development Division.

The planning consultation and approvals process includes a detailed consideration of traffic and transportation needs, the effect on the existing highway network and the incorporation of sustainable transport within development proposals. The negotiation of planning and highway agreements and funding (Section 106, Community Infrastructure Levy and Section 278), to support the proposed developments and now, additionally, the inclusion of measures to manage flood risk associated with development, will be key to delivering high quality and sustainable development for the Borough.

Following completion of these planning and technical approval stages, supervision of construction through to adoption and its related aspects, will place very significant demands in the Planning and Development team.

It is expected that new legislation under the Flood and Water Management Act (FWMA), requiring the use of sustainable drainage (SuDS) in new developments, will be enacted in 2014. This will involve new duties for Halton in its role as Lead Local Flood Authority (LLFA).

Funding for Transport Schemes

The way in which local transport schemes are funded is changing. In recognition of the central role of transport in promoting local economic development, Government has announced its intention to devolve funding for local major transport schemes totalling £819M to Local Enterprise Partnerships. Liverpool City Region's allocation for the period 2015/16 to 2018/19 for major schemes inclusive will be £23.7M. Halton prepared bids for four major transport schemes to be funded from this stream but only the Silver Jubilee Bridge Maintenance Scheme has made its way into the top 12 schemes that are now required to prepare Outline Business Cases (OBC). Once OBCs have been prepared, decisions will have to be made by the Liverpool City Region (LCR) Local Transport Body as to which proceed in the first 4 year period if funding. Not all 12 schemes will be funded.

However, other funding sources outside of the Major Scheme Funding can be pursued to deliver major schemes. In that regard, the Council is working closely with the Highways Agency on plans to bring forward a new junction (Junction 11A) on the M56 motorway. Whether such a scheme is feasible will become clearer during the early part of 2014.

The LCR Major Scheme funding, forms only one element of the Single Local Growth Fund (SLGF) that was announced by Government in the 2013 spending round. The SLGF brings together central government's 'growth-related' budgets and gives Local Enterprise Partnerships responsibility for spending it, on the basis of strategic plans and under competitive bidding processes.

£200M from the Integrated Transport Block (ITB) and £100M from the Local Sustainable Transport Fund will also be transferred into the SLGF in 2015/16 for local strategic transport projects. Four 'Key Themes' have been identified by partner LCR authorities to steer the competitive bidding process for scheme funding from the SLGF:

- Sustainable Access to Employment and Economy – Competitive Place and People
- Visitor Economy
- Investing for Growth
- Low Carbon

This re-allocation of ITB funds will result in a 40% reduction in the direct grant allocation to Local Authorities for integrated transport and consequently will further restrict the scale and scope of highway, traffic safety and transport schemes that the Council can deliver from this funding stream.

The Highway Maintenance Block will continue to be allocated direct to local Highway Authorities under the needs-based formula.

Achieving the goals set out in LTP3 funding, through the implementation of the various strategies, will therefore be even more of a challenge over the period of the business plan, and interventions locally will need to be proportionate to the funding available and measured in terms of the value they add to the transport network. We will need to manage the needs and expectations of business and the community in this respect.

Lead Local Flood Authority Role

As mentioned above, under the 'Development' heading, new SuDS legislation is expected to be introduced by Government in 2014. This will require the setting up of new administrative and technical procedures that will run in parallel with the planning system, so that the Council's role as SuDS Approval Body (SAB) is fulfilled. This entails the approval of SuDS design proposals, supervision of the construction and adoption, and future maintenance of surface water drainage systems that might include soft landscape / open space features as well as underground piped drainage, chambers and storage features.

The new SAB role is in addition to the range of duties Halton has recently acquired as Lead Local Flood Authority (LLFA) to manage local flood risk. Assessing of the impact of new development on flooding through the planning process will be an increasing responsibility for the Division, as the Environment Agency will focus on their strategic overview role more in the future. The management of surface water drainage and flood risk assets, including the formal regulation of work by third parties is a relatively new area of responsibility under the Flood and Water Management Act (FWMA).

It is anticipated that Halton's Local Strategy will be adopted early in the life of this Plan. The Draft Strategy contains a range of actions and interventions designed to manage local flood risk, many of which will require a resource in terms of both staff time and funding. Locally-sourced capital funding allocations will be necessary if Halton's Flood Risk Management (FRM) scheme proposals are to be successful in being awarded Grant funding and entry onto the Defra Medium Term Programme.

Logistics

If the proposal for a Liverpool City Region/Greater Merseyside Combined Authority is approved, it will become effective from the 1st April 2014. Halton will initially retain its functions relating to the provision of public transport infrastructure and passenger information, Supported Bus Services and Concessionary Travel. However, from 2015, Halton will need to become more

integrated with the LCR and hence will need to work with partners in considering how these functions will be carried out in subsequent years. Part of this work will also involve considering how and to what extent Halton will contribute to the Merseytravel levy.

Given the current on-going budgetary pressures and the requirement to deliver savings it will become necessary to agree a new concessionary travel re-imburement rate prior to April 2014.

Additionally, the increasingly elderly population will present significant access challenges to service provision.

The Council will seek to retain overall levels of service that meets identified demand within available resources, meeting accessibility needs for those without private transport and making a contribution towards sustainable transport objectives.

Policy & Development Services

The workload of the Division continues to be driven by changing national government policy and initiatives to tackle the public deficit.

Joint working in the Liverpool City Region evolves further as the Local Economic Partnership receives alternative funding streams (single pot) and proposals for a Combined Authority for Greater Merseyside are submitted to Government.

The on-going changes in areas such as Localism, Welfare Reform and Health and Well Being continue to impact corporately.

'Whole Place' Community budgets remain a high profile agenda for public sector reform. These focus on collaboration across local public service partnerships to work together more effectively, help improve outcomes, and reduce duplication. Councils and their partners will also have greater flexibility to work across boundaries in health, policing, worklessness, child poverty and tackling troubled families.

There are also a number of legislative changes that will be introduced during the life of this business plan which will impact upon the work of the Division. These include:-

- Welfare Reform - The introduction of Universal Credit and changes to housing benefit and local housing allowance continue to have significant implications for Halton residents and will have local policy implications.
- Local Taxation – business rate retention and council tax reform
- The commencement of provisions contained in the Localism Act continues to impact on service delivery. Examples include the community rights (to bid, challenge, and build) and reforms to town

- planning including neighbourhood plans, National Planning Policy Framework and Community Infrastructure Levy.
- The Equality Act - replaced existing anti-discrimination laws with a single Act.
 - Child Poverty Act – Work required for strategy revision and the consultation on measures.
 - Police and Crime Commissioners have taken up office and the Council's 'Safer' thematic work area will require promotion.
 - Social Value Act – Greater social outcomes through procurement.
 - Health and Social Care Act including public health transition and workforce issues.

Traffic, Risk & Emergency Planning and Health & Safety

The reduction in Government funding for road safety is now impacting on the future operation of the safety cameras within Halton and on the provision of Road Safety Training and Publicity. The exact impact on speed camera provision and enforcement is still uncertain; however Halton is currently a non-financially contributing member of the Cheshire Road Safety Group and hence it is uncertain as to how many cameras will continue to operate in the Borough. The number of Road Safety officers has now been halved. There is concern that the excellent record of casualty reduction achieved in Halton over the last decade could now slow, halt or at worse begin to deteriorate.

The cost of energy for street lighting in the Borough continues to increase above the inflation rate and is currently rising by around 13% per annum. The annual bill is over £1m, despite measures to reduce consumption such as switching off lighting on high speed roads between midnight and 6.00 am. We continue to explore and implement where possible, new technologies and more efficient lighting sources (such as LEDs) in order to reduce the demand. However, because of the age and size of our lighting stock there will be a need for significant capital investment to take full advantage of these technologies and to enable, for example, the dimming of lights or their switching off overnight when the roads are at their quietest. The size of the investment needed is such that the continued provision of lighting at all hours of darkness cannot be guaranteed.

The number of COMAH sites (Control of Major Accident Hazards) in Halton is increasing. This is due to the one COMAH site in Runcorn, now being classed as three separate sites. This is increasing the testing regime required to comply with the COMAH Regulations and in addition to this a national review of COMAH sites could result in an increase in the number of sites within the Borough.

Public Health

Transfer and access of some required data sets

Particularly relating to NHS data for which Public Health have accountability for reporting is problematic. This is a national issue and solutions are being sought both locally and nationally.

Some data sets may not therefore be as current as possible and provisional data may not yet be verified as a result of this situation.

Environmental Health

The application for the Premises Licence for the Creamfields event at Daresbury Estate in August 2014 was received by Legal Services. The application contains changes to the previous premises licence which may cause additional disturbance to the residents of the borough. Changes include the introduction of audible recorded and live music on the Friday night. The applicant has also requested a permanent licence for the site. In response Environmental Health have recommended the imposition of a number of conditions to minimise any disturban

Discussions are almost complete in regards to new kennelling facilities for stray dogs and the specification for the contract has been agreed. The Invitation to tender has been placed on the Chest with the intention of having a contractor in place from 1st April 2014.

The economic downturn has affected a number of services across Environmental and Public Health, for example, pest control where residents are choosing to deal with issues themselves rather than pay the Pest Control service to deal with it. Evidence shows that economic crisis can also have implications for public health for example in terms of diet and healthy eating, mental health and depression, suicide rates and smoking.

4.0 Organisational Initiatives

Equality and Diversity

Text to be inserted

Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Plan that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised Plan is the Green House Gas emissions indicator, which differs from the previous

carbon emissions indicator. The total GHG emissions figure for 2012/13 was 24,451 tonnes CO₂ which equates to a 5.28 % reduction since the baseline year of 2006/7.

This total figure breaks down as follows:-

Corporate buildings - 9148 tonnes CO₂ (estimated)
Schools - 7677 tonnes CO₂ (estimated)
Street lighting - 5891 tonnes CO₂ (estimated)
Vehicle fleet - 1341 tonnes CO₂ (estimated)
Business Miles - 394 tonnes CO₂ (estimated)

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet and business miles.

The qualification designation in respect of phase two of the Carbon Reduction Commitment (CRC) is changing which will mean that the council will no longer be captured by the scheme from 2014/15 onwards.

Positive work being undertaken in Halton includes:

- carbon management plan
- work with schools on the Eco schools programme
- energy efficiency works implemented to date
- awareness raising with officers/managers
- Sustainable Projects office focusing initially on working with managers re energy management,
- the installation of a number of solar/PV panel systems to take advantage for the feed in tariffs.

Eco-friendly solar/PV panels which have been installed at the Stadium have generated 43,437 kw/h of energy in the first full year, which is in excess of predictions. The result of this is that over £14,000 of income has been generated through the feed in tariff, this together with the saving in energy costs of circa £4000 means that the system has generated a total saving to the Council of over £18,000.

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy. The Directorate will contribute to and support specific actions within the overall Strategy.

The Council is committed to improving a good quality of life for the people of Halton and one of the ways this can be achieved is through allotment gardening. Being part of the allotment gardening community brings an opportunity to meet and share experiences with people from all walks of life. There are also health and social benefits which can give plot-holders a sense of well-being. Our aim is to continue to build on the good practices and positive improvements, but the biggest obstacle is the shortage of growing space.

Risk Management

Text to be inserted

5.0 Directorate Structure

To be inserted

6.0 Resources

The Directorate faces a number of challenges in ensuring that it has the resources available to support the delivery of its service objectives during a period of reducing financial resources.

Budget Summary and Service Costs

TBA

Human Resource Requirements

Finance - None envisaged

Human Resources - As the Division is restructuring, the staffing requirements have been determined. The new structure will be evaluated following the transition period however it is not envisaged that additional resources will be required in the medium-term.

ICT Services –

Legal and Democratic Services - None envisaged

Policy, Planning & Transportation –

The additional demands of the construction of the Mersey Gateway are likely to require the secondment or prioritisation of already stretched resources. These are likely to be determined in the first months of this Plan.

If the Highways Agency agree to fund a new junction on the M56 (Junction 11A) at a cost in the region of £50m, it is possible that HBC will have to Project Manage the scheme. Any additional staff requirements will become apparent in the early months of this Plan.

There is an increasing demand to monitor more CCTV cameras at various sites and Council buildings, which is resulting in increased pressures on the control room staff.

If introduced the Highways Permit Scheme will require additional resources to operate the scheme and a business case is being prepared. However these resources will be more than offset by the additional revenue that the initiative will generate.

Public Health

Public Health is a training location for Public Health registrars, junior doctors and interns.

Accommodation and property requirements

Since the Learning and Development Team vacated the Corporate Training Centre in 2012, it has been necessary to source alternative venues for the in-house delivery of training courses. This will be a continuing need during the medium term.

Additionally integration of Trading Standards to the Local Authority means that a limited amount of additional space will be needed to accommodate staff requirements in the immediate future.

Financial Requirements

At the time of writing this plan there are no significant additional financial requirements that have been identified other than those described elsewhere within this document.

ICT Requirements

Policy, Planning & Transportation –

- The development of an 'I want Transport' Portal will be further explored and funding for the Combined Fleet Database has been agreed. This will go out to tender in March and hopefully be implemented by September 2014.
- Potential for the development of 'Travel Planning' software will also be explored and the Street-works systems will need upgrading. The Mersey Gateway will bring requirements to provide additional links to their systems (the exact impact is unclear at present). It is known that additional traffic signal controlled junctions will be introduced which will bring additional operation and monitoring requirements

Public Health

The return of Trading Standards to the Local Authority will mean that the Trading Standards database will also need to be transferred. This has a cost implication of a single payment of £26,000 which has already been identified

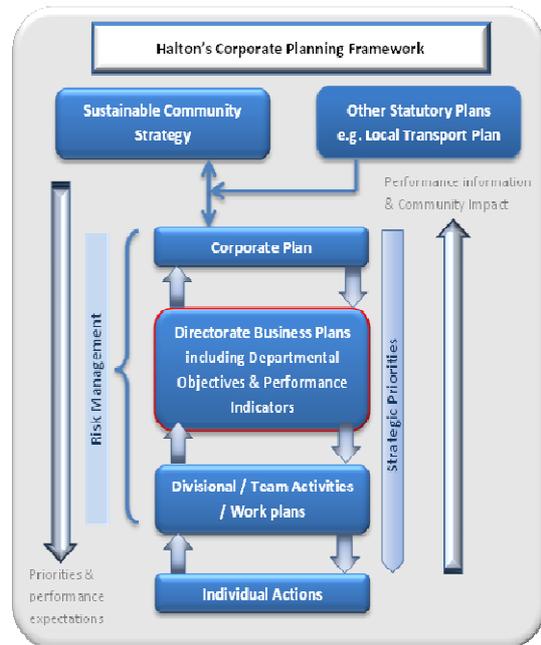
and approved by Executive Board. Bringing the service back in-house is expected to save the Council £80,000 per annum.

7.0 Business Planning

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Such plans, and the Quarterly Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



Performance Monitoring and Reporting

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly progress reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly monitoring reports on the Council's intranet site.**

In demonstrating its commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and its associated quarterly monitoring reports, are available via the Council's website at <http://www3.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

Appendices 1 - 6

Departmental Service Objectives / Key Milestones and Performance Indicators / Targets

- 1 Financial Services
- 2 Human Resources and Organisational Learning & Development
- 3 ICT and Administrative Support Services
- 4 Legal and Democratic Services
- 5 Policy, Planning & Transportation
- 6 Public Health

Appendix 7 – National policy drivers / guidance

1. Financial Services – Objectives and Performance Indicators

| | | | | | | |
|----------------------------|---|--------|----------------------------|----------------------|--------------------------|--|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | | | | |
| Service Objective: | Set the Revenue Budget, Capital Programme and Recommend Council Tax | | | | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2014 • Report to Council in March 2015 | | | | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2015 • Report to Council in March 2016 | | | | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2016 • Report to Council in March 2017 | | | | | |
| Risk Assessment | Initial | Medium | Responsible Officer | Operational Director | Linked Indicators | |

| | | | |
|----------------------------|---|----------------------------------|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: | To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month end. • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. • Provide quarterly monitoring reports on the overall budget to Executive Board. | | |
| | Responsible Officer | Div Manager Financial Management | Linked Indicators |

| | | | |
|----------------------------|---|----------------------------------|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: | Provide for public accountability by reporting the Councils stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with the latest accounting standards. | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2014. • Publish the Abstract of Accounts by 30th September 2014. | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2015. • Publish the Abstract of Accounts by 30th September 2015. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2016. • Publish the Abstract of Accounts by 30th September 2016. | | |
| | Responsible Officer | Div Manager Financial Management | Linked Indicators |
| Service Objective: | Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Establish Treasury Management Policy and report to the Council by April 2014. • Provide monitoring reports to the Executive Board on a quarterly basis. | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Establish Treasury Management Policy and report to the Council by April 2015. • Provide monitoring reports to the Executive Board on a quarterly basis. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Establish Treasury Management Policy and report to the Council by April 2016. • Provide monitoring reports to the Executive Board on a quarterly basis. | | |
| | Responsible Officer | Operational Director | Linked Indicators |

| | | | |
|----------------------------|---|----------------------|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: | Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators. | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Establish and report prudential indicators to Council in March 2014. • Provide monitoring reports to the Executive Board on a quarterly basis. | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Establish and report prudential indicators to Council in March 2015. • Provide monitoring reports to the Executive Board on a quarterly basis. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Establish and report prudential indicators to Council in March 2016. • Provide monitoring reports to the Executive Board on a quarterly basis. | | |
| | Responsible Officer | Operational Director | Linked Indicators |

| | | | |
|----------------------------|--|---|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: | Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives. | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment and provide quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report to the Business Efficiency Board in June 2014. | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment and provide quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report to the Business Efficiency Board in June 2015. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Carry out sufficient audit work across the whole of the organisation to ensure that a confident, evidence based audit opinion can be provided on the Council's control environment and provide quarterly progress reports to Business Efficiency Board. Provide an overall opinion on the Council's system of internal control in the Internal Audit Annual Report to the Business Efficiency Board in June 2016. | | |
| | Responsible Officer | Div Manager Audit & Operational Finance | Linked Indicators |

| | | | | |
|----------------------------|---|-------------------------|--------------------------|--|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | | |
| Service Objective: | Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services. | | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council's Procurement Strategy | | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council's Procurement Strategy | | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Report to the Business Efficiency Board bi-annually on the on-going delivery of the Council's Procurement Strategy | | | |
| | Responsible Officer | Div Manager Procurement | Linked Indicators | |

| | | | | |
|----------------------------|--|---|--------------------------|--|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | | |
| Service Objective: | Progress the Council wide Efficiency Programme in line with published Efficiency Programme Plan to develop revised service delivery models and generate sustainable revenue budget savings. | | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) | | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) | | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Report to the Business Efficiency Board on the on-going delivery of the Council's Efficiency Programme (May, Sept, Nov & Jan meetings) | | | |
| | Responsible Officer | Div Manager Efficiency Programme Office | Linked Indicators | |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

| |
|-------------------------|
| Corporate Health |
|-------------------------|

| | | | | | | | |
|----------------------|--|-------|--------|--|--------|--------|--------|
| FSLI 01 | Receive an unqualified external audit opinion on the accounts. | Yes | Yes | | Yes | Yes | Yes |
| FSLI 02 | Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control. | Yes | Yes | | Yes | Yes | Yes |
| FSLI 03 | Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit. | Yes | Yes | | Yes | Yes | Yes |
| FSLI 04 ¹ | Proportion of Council Tax that was due that was collected | 97.11 | 96.00+ | | 95.00+ | 95.00+ | 95.00+ |
| FSLI 05 | The percentage of Business Rates which should have been received during the year that were received | 97.13 | 96.00+ | | 95.00+ | 95.00+ | 95.00+ |

| |
|------------------------------|
| Cost & Efficiency |
|------------------------------|

| | | | | | | | |
|---------|---|------|--|--|---------------------------|--|--|
| FSLI 06 | Achieve investment returns for the year higher than benchmark | 1.91 | | | See footnote ² | | |
|---------|---|------|--|--|---------------------------|--|--|

¹ Targets will be reviewed post April 2014 and in light of new national arrangements.

² NB – Targets to be determined annually post April following tracking of Interbank Bid Rate rate.

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

Service Delivery

| | | | | | | | |
|---------|--|-------|-----|--|-----|-----|-----|
| FSLI 07 | Average time for processing new claims (Housing & Council Tax Benefit) | 11.78 | 18 | | 17 | 17 | 17 |
| FSLI 08 | Average time for processing notifications of changes in circumstances | 2.47 | 5.3 | | 5.3 | 5.3 | 5.3 |

Fair Access

| | | | | | | | |
|----------------------|--|------|------|--|-----|-----|-----|
| FSLI 09 ³ | Number of residents accessing Welfare Rights Advice at a casework level. | 1259 | 1200 | | TBC | TBC | TBC |
|----------------------|--|------|------|--|-----|-----|-----|

³ NB – Measure FSLI 09 also forms part of the Halton Sustainable Community Strategy Performance Framework

2. Human Resources and Organisational Learning & Development - Objectives & Performance Indicators

| | | | |
|----------------------------|--|--------------------|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: | <i>Implement appropriate Human Resource related organisational control and information processes to ensure that statutory obligations and corporate business needs are met.</i> | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> To implement Local Government Pension Scheme 2014 changes by April 2014 To further enhance i-Trent system capabilities March 2015 Comply with HMRC requirements for real time tax reporting by establishing an external payroll to accommodate Election payments. April 2014 To adapt the service to accommodate the increasing number of external payrolls as a result of more schools becoming Academies September 2014 Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2015 Settle outstanding Equal Pay claims March 2015 | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> To implement change to Teachers Pension Scheme by April 2015 Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2016 Settle outstanding Equal Pay claims March 2016 | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Provide support and advice to Directorates on the HR implications of revised structures such as Voluntary Early Retirement, redundancy etc. Dec 2017 Settle outstanding Equal Pay claims March 2017 | | |
| | Responsible Officer | Divisional Manager | Linked Indicators |

| | | | |
|----------------------------|---|------------------|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: | <i>To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions</i> | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Promote and take forward the delivery of actions identified within Corporate People's Plan March 2015 Review and refresh annual training calendar March 2015 | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Promote and take forward the delivery of actions identified within Corporate People's Plan March 2016 Review and refresh annual training calendar March 2016 | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Promote and take forward the delivery of actions identified within Corporate People's Plan March 2017 Review and refresh annual training calendar March 2017 | | |
| | Responsible Officer | Training Manager | Linked Indicators |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

Corporate Health

| | | | | | | | |
|------------|--|-------|-----|--|--|-----|-----|
| HRLD LI 1 | The number of working days / shifts lost due to sickness (Corporate) | 10.06 | 8.0 | | TBA | TBA | TBA |
| HRLD LI 2a | Total FTE Establishment | 3768 | N/A | | These measures are being reported for information purposes only and therefore targets are inappropriate. | | |
| HRLD LI 2b | Total Staff (head count) | 5008 | N/A | | | | |
| HRLD LI 3 | Current advertised vacancies | - | N/A | | | | |

Cost & Efficiency

| | | | | | | | |
|-----------|--|----|----|--|----|-----|-----|
| HRLD LI 5 | % of training delegates attending as proportion of places reserved | 88 | 90 | | 90 | TBA | TBA |
|-----------|--|----|----|--|----|-----|-----|

Fair Access

| | | | | | | | |
|-------------------------|---|-------|------|--|------|-----|-----|
| <u>HRLD LI 6</u> | The percentage of top 5% of earners that are ⁴ | | | | | | |
| | a) women | 55.04 | 50 | | 50 | TBA | TBA |
| | b) from BME communities. | 2.91 | 1.0 | | 1.5 | TBA | TBA |
| | c) with a disability | 0.65 | 7.00 | | 8.0 | TBA | TBA |
| HRLD LI 7 | No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce. | 1.36 | 9.00 | | 10.0 | TBA | TBA |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

| | | | | | | | |
|--------------|--|------|------|--|-----|-----|-----|
| HRLD LI 8 | Minority Ethnic community staff as % of total workforce. | 0.89 | 1.00 | | 1.0 | TBA | TBA |
|--------------|--|------|------|--|-----|-----|-----|

3.0 ICT Services

| | | | |
|----------------------------------|---|----------------------------|-----------------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: ICT O1 | Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure | | |
| Key Milestone(s) (14/15) | <ul style="list-style-type: none"> Continued development of the virtualization platform to enhanced or new technologies March 2015 Continued Development of VSPP Cloud Distribution Platform March 2015 SharePoint and Records Management enhancement March 2015 Continued Social Care Systems Service Support Programme March 2015 Corporate Tablet Computing rollout March 2015 PC and Desktop OS Replacement Programme March 2015 Lync 2013 Enhancement December 2014 Schools Cloud Services developments March 2015 Interactive Web Services and further SharePoint Integration March 2015 Further development and links to a regional Partnership network's March 2015 Development of commercial ICT opportunity within desktop, hosting and DR provision March 2015 | | |
| Key Milestone(s) (15/16) | <ul style="list-style-type: none"> Continued Enhancement of the virtualization platform to enhanced or new technologies March 2016 Further development of Cloud Services Platform March 2016 SharePoint and Records Management enhancements March 2016 Continued Social Care Systems Service Support Programme March 2016 OC and Desktop OS Replacement Programme March 2016 Continued Lync Enhancement Programme March 2016 Interactive Web Services Enhancement and further SharePoint Integration March 2016 Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2016 | | |
| Key Milestone(s) (16/17) | <ul style="list-style-type: none"> Formal Review Cloud Platform for service provision and potential replacement in line with new technology developments March 2017 Formal Review Hardware requirements for potential replacement in line with new technology developments January 2017 | | |
| | Responsible Officer | DM – Hardware and Software | Linked indicators ICTLI 06 |

| | | | | |
|----------------------------------|--|--------------|--------------------------|----------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | | |
| Service Objective: ICT O2 | The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal. | | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Cloud system - March 2015 • Continuing workflow implementation- March 2015 • Improvement and enhancement of all web based customer interfaces March 2015 • Continued development of document management and distribution services March 2015 | | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Cloud system - March 2016 • Continuing workflow implementation - March 2016 • Improvement and enhancement of all web based customer interfaces - March 2016 • Continued development of document management and distribution services - March 2016 | | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Cloud system - March 2017 • Continuing workflow implementation - March 2017 • Improvement and enhancement of all web based customer interfaces - March 2017 • Continued development of document management and distribution services - March 2017 | | | |
| | Responsible Officer | DM -Hardware | Linked Indicators | ICTLI 06 |

| | | | | |
|----------------------------------|--|------------------------------|--------------------------|-----|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | | |
| Service Objective: ICT O3 | <ul style="list-style-type: none"> • Constantly evaluate and improve the delivery of administrative services across the Council's Corporate and Directorate requirement through the use of business re-engineering | | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2015 • Develop and enhance operational Records management Unit Services March 2015 • Maintain and Develop Service Catalogue March 2015 | | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2016 • Develop and enhance Records management Unit Services March 2016 • Formal review of service deliverables March 2016 | | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2017 • Develop Records management Unit Services March 2017 | | | |
| | Responsible Officer | OD/DM – Admin Shared Service | Linked Indicators | N/A |

| | | | |
|----------------------------------|--|-------------------------------------|--------------------------|
| Corporate Priority: | Corporate Effectiveness and Business Efficiency | | |
| Service Objective: ICT 04 | Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability. | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • <i>Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2015.</i> • <i>Further Development of I Want IT portal March 2015</i> • <i>Further Internal Development of ICT Service Desk Software March 2015</i> | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • <i>Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2016.</i> • <i>Further Development of I Want IT portal March 2016</i> • <i>Further Internal Development of ICT Service Desk Software March 2016</i> | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • <i>Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2017.</i> • <i>Further Development of I Want IT portal March 2017</i> • <i>Further Internal Development of ICT Service Desk Software March 2017</i> | | |
| | Responsible Officer | DM – Security & Strategy | Linked Indicators |
| | | | N/A |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

Corporate Health

| | | | | | | | |
|---------|--|--|----|--|----|--|--|
| ICTLI 1 | Average availability of the Council’s operational servers (%). | | 99 | | 99 | | |
| ICTLI 2 | Average availability of the Councils WAN infrastructure (%). | | 99 | | 99 | | |

Service Delivery / Quality

| | | | | | | | |
|----------|---|--|------------------|--|------------------|--|--|
| ICTLI 3 | % Of all calls received that were resolved at the Help Desk. | | 65 | | 65 | | |
| ICTLI 4 | % Of all responsive repairs completed within 2 working days. | | 80 | | 80 | | |
| ICTLI 5 | School Support SLA: % of calls responded to within <u>agreed</u> target*. | | | | | | |
| | Priority 1 | | 85 | | 85 | | |
| | Priority 2 | | 90 | | 90 | | |
| | Priority 3 | | 95 | | 95 | | |
| | Priority 4 | | 100 | | 100 | | |
| ICTLI 6 | Member Support: % of calls responded to within 1 working day. | | 95 | | 95 | | |
| ICTLI 7 | % E-mail accounts set-up within 3 working days of receipt. | | 80 | | 80 | | |
| ICTLI 8 | Average working days from order to completion of a new PC | | 10 | | 10 | | |
| ICTLI 9 | Average working days from delivery to completion of a new PC | | 5 | | 5 | | |
| ICTLI 10 | Number of teams rolled out on CareFirst6 / Integrated Children’s System (ICS) | | TBA ⁵ | | TBA ⁵ | | |

4. Legal and Member Services - Departmental Objectives & Milestones

| | |
|----------------------------|--|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency |
|----------------------------|--|

| | | | |
|---------------------------------|---|--|--------------------------|
| Service Objective: LD 01 | To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities | | |
| Key Milestone(s) (14/15) | <ul style="list-style-type: none"> Review constitution May 2014 | | |
| Key Milestone(s) (15/16) | <ul style="list-style-type: none"> Review constitution May 2015 | | |
| Key Milestone(s) (16/17) | <ul style="list-style-type: none"> Review constitution May 2016 | | |
| | Responsible Officer | | Linked Indicators |

| | | | |
|---------------------------------|--|--|-------------------------------------|
| Service Objective: LD 02 | To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively | | |
| Key Milestone(s) (14/15) | <ul style="list-style-type: none"> To ensure that all members have been given the opportunity of a having a MAP meeting. To induct all new members – by October 2014 | | |
| Key Milestone(s) (15/16) | <ul style="list-style-type: none"> To ensure that all members have been given the opportunity of a having a MAP meeting. To induct all new members – by October 2015 | | |
| Key Milestone(s) (16/17) | <ul style="list-style-type: none"> To ensure that all members have been given the opportunity of a having a MAP meeting. To induct all new members – by October 2016 | | |
| | Responsible Officer | | Linked Indicators LDLI 9, 10 |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

| Corporate Health | | | | | | | |
|------------------|--|-------------|--------------|--|--------------|--------------|--|
| LDLI 01 | No. Of Members with Personal Development Plans (56 Total) | 46 (79%) | 56 (100%) | | 56 (100%) | 56 (100%) | |
| LDLI 02 | % of Members attending at least one organised Training Event | 100 | 100 | | 100 | 100 | |

| Service Delivery | | | | | | | |
|------------------|---|----|----|--|----|----|--|
| LDLI 03 | Average Time taken to issue prosecutions from receipt of full instructions (working days) ^{NB} | 7 | 10 | | 10 | 10 | |
| LDLI 04 | Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days) | 15 | 20 | | 20 | 20 | |
| LDLI 05 | Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days) | 1 | 3 | | 3 | 3 | |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

| Fair Access | | | | | | | |
|-------------|---|-----|-----|--|-----|-----|--|
| LDLI 06 | Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information | 204 | N/A | | N/A | N/A | |
| LDLI 07 | No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information | 42 | N/A | | N/A | N/A | |
| LDLI 08 | % of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting. | 100 | 100 | | 100 | 100 | |
| LDLI 09 | % Of those eligible casting a vote in local elections. – For information | 27 | N/A | | N/A | N/A | |
| LDLI 10 | % Of completed form A's (register of voters) returned | 98 | 90 | | 90 | 90 | |
| LDLI 13 | % of customers satisfied or very satisfied with the service of the internal print service | 100 | 85 | | 85 | 90 | |
| LDLI 15 | % satisfaction with Inside Halton | 99 | 90 | | 93 | 93 | |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

5. Policy, Planning and Transportation Services - Objectives & Performance Indicators

| | | | | |
|----------------------------|---|---------------------------------|--------------------------|--|
| Corporate Priority: | <p>Environment and Regeneration in Halton</p> <p>Provide a well-connected, sustainable and accessible borough, including the provision of the Mersey Gateway. Ensure a variety of safe efficient travel and infrastructure options for people, goods, communications and freight.</p> | | | |
| Service Objective: | <p>Silver Jubilee Bridge Complex Major Maintenance Scheme – Delivery of the remaining programme of major works identified within the revised SJB Complex Maintenance Strategy to ensure continued unrestricted availability of the SJB crossing and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.</p> | | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Review progress against SJB maintenance strategy and deliver 2014/15 major bridge maintenance works programme. March 2015 • Obtain DfT approval for deferral of SJB Complex major maintenance until completion of MG Bridge and rationalise delivery of major bridge maintenance works in the SJB Complex in the context of construction programme for Mersey Gateway. October 2014 • Complete LCR Majors bid for funding of future steady state maintenance of SJB from 2016/17. October 2014 | | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Review progress against SJB maintenance strategy and deliver 2015/16 major bridge maintenance works programme. March 2016 | | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Review progress against SJB maintenance strategy and deliver 2015/16 major bridge maintenance works programme March 2017 • Procure contract for combined delivery of deferred SJB major maintenance and SJB modifications required as part of MG delinking. March 2017. | | | |
| | Responsible Officer | DM Bridge & Highway Maintenance | Linked Indicators | |

| | | | |
|----------------------------|--|------------------------|--------------------------|
| Corporate Priority: | <p>Environment and Regeneration in Halton.</p> <p>Provide a well-connected, sustainable and accessible borough, including the provision of the Mersey Gateway. Ensure a variety of safe efficient travel and infrastructure options for people, goods, communications and freight.</p> | | |
| Service Objective: | LTP Capital Programme – Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs. | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> To deliver the 2014/15 LTP Capital Programme March 2015. | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> To deliver the 2015/16 LTP Capital Programme March 2016. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> To deliver the 2015/16 LTP Capital Programme March 2017. | | |
| | Responsible Officer | DM Highway Development | Linked Indicators |

| | | | |
|----------------------------|---|------------------------|--------------------------|
| Corporate Priority: | <p>Environment and Regeneration in Halton.</p> <p>Conserve, manage and enhance Halton's physical and natural assets in order to maximise community and other benefits by improving environmental quality.</p> | | |
| Service Objective: | Flood Risk Management - to manage the risk of local flooding (i.e. flooding arising from surface water, groundwater and ordinary watercourses) across the Borough. | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Adopt a local flood risk strategy for Halton June 2014 • Develop and adopt management systems and procedures for Sustainable Drainage legislation (note: expected to be enacted in 2014) October 2014 • To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. March 2015 | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. March 2016 | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • To manage the Flood Defence Grant in Aid capital programme of scheme delivery, and preparation of funding bid for future years. March 2017 | | |
| | Responsible Officer | DM Highway Development | Linked Indicators |

| | | | | |
|----------------------------|---|----------------------------------|--------------------------|----------------|
| Corporate Priority: | Environment and Regeneration | | | |
| Service Objective: | 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. | | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> • Complete the partial review of Green Belt Review within Widnes and Hale. • Adopt a charging schedule for Community Infrastructure Levy. March 2015 | | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Adopt the Delivery and Site Allocations Local Plan (DALP) March 2016 | | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Production of SPDs and Planning Briefs. March 2017 | | | |
| | Responsible Officer | DM Policy & Development Services | Linked Indicators | PPT LI 02 / 03 |

Departmental Performance Indicators

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|------------------------------|---|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |
| Cost & Efficiency | | | | | | | |
| PPTLI 01 | Number of third party compensation claims received due to alleged highway / footway defects | 150 | 110 | | 110 | 105 | 100 |
| Service Delivery | | | | | | | |
| PPTLI 02 (ex NI 154) | Net additional homes provided ⁱ | N/A | 552 | | 552 | 552 | 552 |
| PPTLI 03 (ex NI 155) | Number of affordable homes delivered (gross) ⁱⁱ | N/A | 100 | | 125 | 150 | 175 |
| PPTLI 04 (ex NI 157) | Processing of planning applications as measured against targets for, | | | | | | |
| | a) 'major' applications | 66.7% | 60% | | 60% | 60% | 60% |
| | b) 'minor' applications | 30.9% | 83% | | 85% | 85% | 85% |
| | c) 'other' applications | 70.4% | 83% | | 85% | 85% | 85% |

NB – Measures LI 05 / 12 / 13 / 14 / 15 / 17 / 19 also form part of Halton's Sustainable Community Strategy

Departmental Performance Indicators

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|------------------------|--|---------------------------|---------------------------|---------------------------|-----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |
| PPT LI 05 | To ensure a five year rolling supply of housing land available for 2,760 homes over 5 years. Measure as supply of ready to develop housing sites (%). ⁱⁱⁱ | 119 | 100 | | 110 | 110 | 110 |
| PPTLI 06 | No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.) | 44.2 | 43.4 | N/A | 45.8 (2014) | | |
| PPTLI 07 | No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.) | 7.8 | 7.4 | N/A | 8.4 (2014) | | |
| PPTLI 08 | No. of people slightly injured in road traffic collisions. | 337 | 400 | N/A | 390 (2014) | | |
| PPTLI 09 (ex NI 47) | 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. | 0.8% | -11.6% (2013) | N/A | -9.6% (2014) | | |
| PPTLI 10 (ex NI 48) | 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. | -33.3% | - 8.3% | N/A | - 7.7% | | |
| PPTLI 11 | Damage to roads and pavements (% dangerous damage repaired within 24 hours). | 74% | 98% | | 98% | 98% | 98% |
| PPTLI 12 | Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority). (Previously BVPI 215a). | 4 | 5 | | 5 | 5 | 5 |

Departmental Performance Indicators

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-------------------------|--|---------------------------|---------------------------|---------------------------|----------------|--------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |
| PPTLI 13 | Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b). | 29 | 30 | | 30 | 30 | 30 |
| PPTLI 14 (ex NI 168) | % of network where structural maintenance should be considered. | | | | | | |
| | a) Principal roads | 1% | 2% | | 2% | 2% | 2% |
| | b) Non principal roads | 4% | 4% | | 4% | 4% | 4% |
| | c) Unclassified roads | 17% | 9% | | 9% | 9% | 9% |
| PPTLI 15 (ex NI 178) | Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%): | | | | | | |
| | a) Percentage of buses starting route on time | 97.74% | 97.8% | | 98.0% | 98.5% | 99.0% |
| | b) Percentage of buses on time at intermediate timing points | 89.31% | 87% | | 87.50% | 87.75% | 88% |

NB Measures LI 20 / 20 also form part of Halton's Sustainable Community Strategy.

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |

| |
|--------------------|
| Fair Access |
|--------------------|

| | | | | | | | |
|-------------------------|--|----------------------------|--------------------------|--|--------------------------|--------------------------|--------------------------|
| PPTLI 16 | % of footpaths and Rights of Way which are easy to use. | 86% | 89% | | 90% | | |
| PPTLI 17 | No. of passengers on community based accessible transport | 275,518 | 255,000 | | 267,000 | 280,000 | 281,000 |
| PPTLI 18 | % of bus stops with Quality Corridor accessibility features. (No. of stops – 603) | 59.7 (360 Bus Stops) | 53 (319 Bus Stops) | | 54 (326 Bus Stops) | 65 (392 Bus Stops) | 70 (422 Bus Stops) |
| PPTLI 19 (ex NI 177) | a) Number of local bus passenger journeys originating in the authority area in one year (000's) | 5,491 | 5,500 | | 6,200 | 5,600 | 5,650 |

6. Public Health - Objectives & Performance Indicators

| | | | |
|----------------------------|---|--|--------------------------|
| Corporate Priority: | A Healthy Halton | | |
| Service Objective: | PH 1 – Prevention and early detection of cancer Working with partner organisations to improve early detection of the signs and symptoms of cancer | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Work with the public and service providers to raise awareness of the early signs and symptoms of bowel, breast and lung cancer so we can identify it an early stage in the population. Mar 2015 KEY | | |
| | <ul style="list-style-type: none"> Reduce obesity rates in the local population, thereby reducing the incidence of bowel cancer through promoting healthy eating and screening programmes for adults and children via a range of services. Mar 2015 KEY | | |
| | <ul style="list-style-type: none"> Meet the target for the take up of HPV vaccination in girls 11-13, to reduce cervical cancer rates by working proactively with the School Nursing Service and GPs. Mar 2015 KEY | | |
| | <ul style="list-style-type: none"> Work proactively with GPs, all service providers, Alcohol Liaison Nurses, teachers in schools to reduce the number of people drinking to harmful levels and alcohol related hospital admissions given the rise in pancreatic and liver cancer rates. Mar 2015. KEY | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Monitor and review all PH 1 milestones in line with three year planning cycle. Mar 2016. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Monitor and review all PH 1 milestones in line with three year planning cycle. Mar 2017. | | |
| | Responsible Officer | | Linked Indicators |

| | | | |
|----------------------------|--|--|--------------------------|
| Corporate Priority: | A Healthy Halton | | |
| Service Objective: | PH2 – Improved Child Development | | |
| | Working with partner organisations to improve the development, health, and wellbeing of children in Halton and to tackle the health equalities affecting that population | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Facilitate the <i>Early Life Stages</i> development which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years. Mar 2015 KEY | | |
| | <ul style="list-style-type: none"> Facilitate the Halton Breastfeeding programme so that all mothers have access to breastfeeding-friendly premises and breastfeeding support from midwives and care support workers. Mar 2015 KEY | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Monitor and review all PH 2 milestones in line with three year planning cycle. Mar 2016 | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Monitor and review all PH 2 milestones in line with three year planning cycle. Mar 2017 | | |
| | Responsible Officer | | Linked Indicators |

| | | | |
|----------------------------|--|--|--------------------------|
| Service Objective: | PH 3 – Reduction in the number of falls in Adults | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Working with all service providers, implement the action plan to reduce falls at home in line with the Royal Society for the Prevention of Accidents (ROSPA) guidance as outlined in the new Falls Strategy. Mar 2015 KEY | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Monitor and review all PH 3 milestones in line with three year planning cycle. Mar 2016 | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Monitor and review all PH 3 milestones in line with three year planning cycle. Mar 2017 | | |
| | Responsible Officer | | Linked Indicators |

| | | | |
|----------------------------|--|--|--------------------------|
| Service Objective: | PH 4 – Reduction in the harm from alcohol | | |
| | Working with key partners, frontline professionals, and local community to address the health and social impact of alcohol misuse | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Implement the alcohol harm reduction plan working with a range of providers including schools, focusing on preventive interventions and behaviour change to target the following vulnerable groups – pregnant women, women with babies and young people under 16 years. Mar 2015. KEY | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Monitor and review all PH 4 milestones in line with three year planning cycle. Mar 2016. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Monitor and review all PH 4 milestones in line with three year planning cycle. Mar 2017 | | |
| | Responsible Officer | | Linked Indicators |

| | | | |
|----------------------------|--|--|--------------------------|
| Service Objective: | PH 5 – Prevention and early detection of mental health conditions | | |
| | Working with schools, GP practices, and Children’s Centres to improve the mental health and wellbeing of Halton residents | | |
| Key Milestone(s) (14 / 15) | <ul style="list-style-type: none"> Implement the Mental Health and Wellbeing Programme in all schools and provide training for GP Practices and parenting behaviour training in the Children’s Centres. Mar 2015 KEY | | |
| | <ul style="list-style-type: none"> Implement the Mental Health and Wellbeing Action Plan to improve the physical wellbeing of people with mental ill health. Mar 2015. KEY | | |
| Key Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Monitor and review all PH 5 milestones in line with three year planning cycle. Mar 2016. | | |
| Key Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Monitor and review all PH 5 milestones in line with three year planning cycle. Mar 2017 | | |
| | Responsible Officer | | Linked Indicators |

| Ref | Description | Halton 12/13 Actual | Halton 13/14 Target | Halton 13/14 Actual | Halton Targets | | |
|--|--|---------------------------|-------------------------------|---------------------------|----------------|-------|-------|
| | | | | | 14/15 | 15/16 | 16/17 |
| PH LI06 (SCS HH5a) | All age all-cause mortality rate per 100,000 males (previously NI 120a) 2011 | 811.4 | 755.2 | TBC | 752 | 750 | 748 |
| PH LI 07 (SCS HH5b) | All age all-cause mortality rate per 100,000 females (previously NI 120b) 2011 | 573.6 | 567.9 | TBC | 615 | 614 | 612 |
| PH LI 08 (SCS HH6) | Mortality rate from all circulatory diseases at ages under 75 (Previously NI 121) 2011 | 74.0 | 73.3 | TBC | 72 | 70 | 68 |
| PH LI 09 (SCS HH7) | Mortality from all cancers at ages under 75 (Previously NI 122) 2011 | 126.4 | 125.1 | TBC | 140 | 138 | 136 |
| PH LI 11 (SCS HH2) | Prevalence of breastfeeding at 6-8 weeks | 17.81% | 24% | TBC | 27% | 29% | 31% |
| PH LI12 New SCS Measure Health 2013-16 | Falls and injuries in the over 65s (Public Health Outcomes Framework) | 2962 | 2849 | TBC | 2847 | 2845 | 2843 |
| PH LI14 (SCS HH1) | Admissions which are wholly attributable to alcohol AAF=1, rate per 100,000 population | 994.5 | 1039 | TBC | 1038 | 1037 | 1036 |
| | Mental Health: Self- reported wellbeing (NEW) | n/a | New Indicator for 14/15 | 67.9% | 69% | 70% | 71% |

REPORT TO: Corporate Policy and Performance Board

DATE: 18 March 2014

REPORTING OFFICER: Strategic Director – Policy and Resources

PORTFOLIO: Resources

SUBJECT: Code of Practice for Enforcement Agencies

WARD(S): Borough-wide

1. PURPOSE OF REPORT

1.1 To consider the attached Code of Practice for Enforcement Agencies.

2. RECOMMENDATION:

To recommend to Executive Board the adoption of the attached Code of Practice for Enforcement Agencies.

3. BACKGROUND TO SCHEME

3.1 The Tribunals Court and Enforcement Act 2007 brought in a number of changes some of which will directly affect the work carried out by bailiffs, who will be replaced by Enforcement Agents, employed by the Council from April 2014.

3.2 The changes have been brought in partly as a result of complaints about lack of transparency in the recovery of debts, anomalies and inconsistencies in the charging of fees and, variations in the manner in which debts can be recovered.

3.3 In summary the three main areas of change are:

- a) The introduction of a standard approach to the enforcement process
- b) The introduction of fixed staged fees
- c) The introduction of standardised training and competency requirements

4. Halton's Position

4.1 The new approach should be much clearer and transparent for all parties. It should make the recovery process more structured and auditable including the fees charged by Enforcement Agents.

5. Code of Conduct

5.1 The proposed Code of Practice for Enforcement Agencies is attached at Annexe A.

5.2 The existing Code of Conduct was drawn up some time ago and it is appropriate, in view of the new legislation, to revise the Code for the benefit of all parties involved in the collection of debt owed to the Council.

5.3 The Code of Practice covers the following areas:

- a) Professionalism and conduct of Enforcement Agents
- b) Training and Certification
- c) Enforcement Agent Procedures
- d) Removal and sale of goods
- e) Times and Hours of Visits
- f) Information and Confidentiality
- g) Complaint/Discipline
- h) Statutory of Financial Requirements for Enforcement Agents
- i) The Councils Responsibilities
- j) Vulnerability Criteria

6. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 It has the potential to affect all Council priorities.

7. RISK ANALYSIS

7.1 The action of Enforcement Agents employed by the Council will be monitored at all times to ensure compliance with the new Code of Practice.

8. EQUALITY AND DIVERSITY ISSUES

8.1 The guidance will contribute to a consistent and equitable approach to debt collection by Enforcement Agents employed by the Council.

9. LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

| Document | Place of Inspection | Contact Officer |
|--|--|------------------------|
| Tribunals Court and Enforcement Act 2007 | Revenues & Benefits & Customer Services Division Kingsway House Widnes | Peter McCann |

Draft Halton Borough Council's Code of Practice for
Enforcement Agencies

Halton Borough Council's
Code of Practice
For
Enforcement Agencies

Draft Halton Borough Council's Code of Practice for Enforcement Agencies

Introduction:

The purpose of this Code of Practice is to outline the way that certificated Enforcement Agencies collecting debts on behalf of Halton Borough Council's Revenues and Benefits Division, should conduct themselves.

This Code complies with the National Standards for Enforcement Agents.

This document covers:

- 1. Professionalism and conduct of Enforcement Agencies**
- 2. Training and Certification**
- 3. Enforcement Agent procedures**
- 4. Removal and Sale of Goods**
- 5. Times and Hours**
- 6. Information and Confidentiality**
- 7. Complaints/Discipline**
- 8. Statutory or Financial Requirements for Enforcement Agencies**
- 9. Halton Borough Council's Responsibilities**
- 10. Vulnerability Criteria**
- 11. Review Process**

1. Professionalism and conduct of Enforcement Agents

- 1.1 The primary objective of Enforcement Agents is to recover outstanding debts as quickly as possible, without causing unnecessary hardship. This duty should be carried out in a professional, calm and dignified manner.
- 1.2 Agents should comply with this Code of Practice at all times.
- 1.3 Agents should dress appropriately and act with discretion and fairness conducting their duties in accordance with the following principles:
 - a) Act lawfully, conforming with the provisions of the 'Taking Control of Goods Regulations 2013'.

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- b) Fully adhere with the Data Protection and Freedom of Information legislation, and taking into account all guidance issued by the Information Commissioner.
- c) Observe the provisions of Health and Safety, Equalities legislation and Human Rights legislation, and any other appropriate legislation.
- d) When taking control of goods, ensure that all cases are handled with fairness and in accordance with relevant legislation.

2. Training and Certification

- 2.1 Enforcement Agents representing Halton Borough Council will be fully certificated or licensed in accordance with legal requirements.
- 2.2 Halton Borough Council and Enforcement Agents will ensure that all agents, employees and contractors are provided with appropriate training to ensure that they understand and are able to act, at all times, within the bounds of the relevant legislation. This training will be provided at the commencement of employment and at intervals afterwards to ensure that knowledge is kept up to date.
- 2.3 Agents should be trained to recognise and avoid potentially hazardous and aggressive situations and to withdraw when in doubt about their own or others' safety.
- 2.4 Professional indemnity insurance must be held by Enforcement Agencies which provides for the fullest indemnity against legal proceedings resulting in compensation awards due to illegal or irregular taking control of goods. Details of this insurance should be made available to Halton Borough Council on request.
- 2.5 Enforcement Agents must be aware that they represent Halton Borough Council in their dealings with debtors.

3. Enforcement Agent procedures

- 3.1 In all cases where a debt is referred to an Enforcement Agency, they must at all times perform their responsibilities in accordance with the Acts and Regulations governing their activities.

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- 3.2 At all stages of the enforcement process, where there is a dispute over the amount due to Halton Borough Council, the Enforcement Agency should clarify the position with the Council before they take further action.
- 3.3 In all cases where a debt is referred to an Enforcement Agency, the following procedure will apply:

Compliance Stage:

Enforcement Agents must:

- a) Send a 'Notice of Enforcement' to the debtor.
- b) Seek immediate and full payment of the debt including any fees or charges liable under statute and other fees agreed with Halton Borough Council.
- c) Agree a payment arrangement wherever possible in accordance with these guidelines where payment in full cannot be made.
- d) Identify any 'vulnerable' members of the household as described in section 10 of this document.
- e) Obtain the names and addresses of employer's and other financial details where applicable when negotiating a payment plan
- f) On the first occasion, when payments are not maintained under an agreed payment arrangement, send notice in writing to the debtor asking for payments to be brought up to date within seven days.
- g) If the debtor does not respond by paying the required amount, make further attempts to contact the debtor before an enforcement visit. These attempts must include:
 - Searches of data bases to obtain telephone numbers for the debtor.
 - If a mobile phone number is known, a reminder must be sent by text.
 - If an email address is known, a reminder must be sent by email.
- h) In cases where the debtor fails to make contact following the issue of a 'Notice of Enforcement', and 7 days have elapsed:

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- Send a further letter requesting payment giving 7 further clear days to respond.
- Take further steps to contact the debtor as detailed in (g) above.

3.4 If the debtor fails to bring the payments up to date following the actions taken above or fails to contact the Enforcement Agency following the actions above, proceed to the enforcement stage and make an enforcement visit for the purpose of taking control of goods.

3.5 Adopt a firm but respectful attitude when dealing with the public. They should be polite and courteous at all times.

Enforcement Stage:

Enforcement Agents must:

- a) Introduce themselves as a certificated or licensed Enforcement Agent acting on behalf of Halton Borough Council and produce their photographic identification and authorisation to act to the debtor and to any other person who may have reason to view it.
- b) Make clear to the debtor the purpose of the visit and if necessary, the powers of the Enforcement Agent.
- c) Provide the debtor with the relevant documentation including details of costs incurred and procedure, legislation relating to taking control of goods and any additional guidance notes.
- d) Take no action, without contacting Halton Borough Council, if it appears that the only persons present at the address are children or vulnerable adults.
- e) Make sure that when discussing details of debts they are dealing with the debtor or someone else who is assisting the debtor at the debtors request, for example an interpreter or their legal representative.
- f) Be discreet and take care when making enquiries with neighbours.
- g) Ensure the name of the agent who visited the debtor's property is shown on any documents left with the debtor or at the property.

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- h) Documents left with debtors or at the property must be on pre-printed stationary and comply with plain English standards.
- i) Ensure that all forms and notices issued to the debtor comply with the requirements of the 'Taking Control of Goods Regulations 2013'.
- j) Follow procedures in confidence and leave letters or documents for the debtor in sealed envelopes marked 'private and confidential'.
- k) Be contactable by Halton Borough Council by means of a mobile phone during working hours and have an appropriate message on voicemail for customers.
- l) Be equipped with technology which allows for debtor accounts to be updated immediately and provides evidence of visits that have taken place.
- m) Promptly report any physical assaults or serious verbal threats or other matters of concern to the appropriate officer for Halton Borough Council and if necessary should report any serious risk of a breach of the peace to the police.

Enforcement Agencies' communication with the debtor

Enforcement Agencies must:

- a) Ensure that there is a rapid, effective and reliable means of communication between the debtor and the Enforcement Agency
- b) Provide debtors with contact telephone numbers whilst enforcement operations are in progress.
- c) Ensure that agents and staff who have telephone contact with debtors have up to date knowledge of policies and practices, charges and methods of payment.
- d) Have in place arrangements for quickly accessing translation services when they are needed such as for the purposes of communicating with the debtor.
- e) Where agents face difficulties in situations where only minority languages are spoken, have access to a translation service

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f) Provide, on request, information in large print or in Braille for debtors with impaired sight.

4. Removal and Sale of Goods

- 4.1 Goods will only be removed in accordance with the 'Taking Control of Goods Regulations 2013'.
- 4.2 Removal will only take place with the express consent of a designated officer from Halton Borough Council.
- 4.3 The agent will ensure that goods are not removed which are exempt by law.
- 4.4 Agents must ensure that goods are handled with reasonable care so that they do not suffer any damage whilst in their possession and should have insurance in place for goods in transit so that if damage occurs this is covered by the policy.
- 4.5 Where goods are seized, the agent must leave a receipt for the goods which provides a full description of the items taken and any obvious defects apparent before removal. A leaflet should also be left explaining how to recover the goods and remedies in cases of illegal or irregular taking control of goods.
- 4.6 The agency will take all steps possible to obtain the best price and shall impose a reserve price at any auction when required to do so by Halton Borough Council, under this Code or otherwise.
- 4.7 The venue for auction of goods to be sold will be at bona fide auction rooms and the debtor provided with appropriate notice of the auction. The agency may use specialist auction rooms for specialist goods.
- 4.8 Where goods are sold at auction, details of items sold and amounts raised, together with fees deducted, should be given to the debtor with a copy to Halton Borough Council.

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5. Times and Hours

- 5.1 Enforcement should not be undertaken on Saturdays, Sundays or on statutory Bank Holidays. Visits will only be carried out between the hours of 9.00am and 5.30pm at domestic properties, and at any time during trading hours for Business Rates arrears.
- 5.2 To carry out enforcement outside of the stated days or times, the agency must seek authorisation from a designated officer from Halton Borough Council whose instruction will take into account relevant legislation and law.
- 5.3 Under the Equalities legislation, agencies will be respectful of the religion and culture of others at all times. They should be aware of the dates for religious festivals and carefully consider the appropriateness of undertaking enforcement on any day of religious or cultural observance or during any major religious or cultural festival.

6. Information and Confidentiality

- 6.1 All notices, correspondence and documentation issued by Enforcement Agencies will be clear and unambiguous and to the satisfaction of Halton Borough Council.
- 6.2 On returning any un-executed warrants, the agencies should report the outcome to Halton Borough Council and provide further appropriate information, where this is requested.
- 6.3 All information obtained during the administration and enforcement of warrants must be treated as confidential.
- 6.4 Enforcement Agencies will ensure that copies of the 'National Standards for Enforcement Agents' will be available.
- 6.5 Halton Borough Council's Code of Practice will be available on the Council's website.
- 6.6 Agencies will provide clear and prompt information to debtors and where appropriate, to Halton Borough Council.
- 6.7 Agents should, so far as it is practical, avoid disclosing the purpose of their visit to anyone other than the debtor. Where the debtor is not seen, the relevant

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documents must be left at the address in a sealed envelope addressed to the debtor.

- 6.8 Agents will on each and every occasion when a visit is made to a debtor's property which incurs a fee for the debtor, leave a notice detailing the fees charged to date, including the one for that visit, and the fees which will be incurred if further action becomes necessary. If a written request is made, an itemised account of fees will be provided.
- 6.9 Agencies will clearly explain and give in writing, the consequence of the seizure of a debtor's goods and ensure that debtors are aware of the additional charges that will be incurred.

7. Complaints/Discipline

- 7.1 Agencies must operate complaints and disciplinary procedures with which its' staff are fully conversant.
- 7.2 The complaints procedure should be set out in plain English, have a main point of contact, set time limits for dealing with complaints and outline an independent appeal process where appropriate.
- 7.3 A register should be maintained to record all complaints.
- 7.4 Agencies must make use of the complaints and disciplinary procedures of professional associations such as the Association of Civil Enforcement Agencies.
- 7.5 Agencies must make available details of their complaints procedure on request or when circumstances indicate it would be appropriate to do so.
- 7.6 Facilities should be in place to ensure that the complaints procedure is available in a method readily understandable by people with sight difficulties, or whose first language is not English.

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8. Statutory or Financial Requirements for Enforcement Agencies

Enforcement Agencies must:

- a) Ensure that audited accounts are kept and available on request. An annual audit of the agency's accounts by independent accountants should be undertaken at least once a year for businesses where this is appropriate.
- b) Comply with all statutory obligations.
- c) Maintain a separate account for monies due to Halton Borough Council.
- d) Maintain accurate books and accounts which are available at Halton Borough Council's request.
- e) Keep a complete record of all financial transactions in whatever capacity undertaken.
- f) Maintain suitable and comprehensive insurance cover for both professional indemnity and other risks including employer's liability and public liability. Insurance requirements must actively be re-visited each year to the satisfaction of Halton Borough Council, and to ensure adequate and appropriate arrangements are in place.

9. Halton Borough Council's Responsibilities

Halton Borough Council must:

- a) Notify the Enforcement Agencies of all payments received and other contacts with the debtor.
- b) Have a responsibility to tell the debtor that if payment is not made within a specified period of time, action may be taken to enforce payment.
- c) Provide a contact point at appropriate times to enable the agent to make essential queries particularly where they have cause for concern.

Halton Borough Council must not:

- a) Request the suspension of a warrant or make direct payment arrangements with debtors without notifying the Enforcement Agency.

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- b) Issue a warrant knowing that the debtor is not at the address, as a means of tracing the debtor at no cost.
- c) Seek payment from an Enforcement Agency to secure a contract.

10. Vulnerability Criteria

10.1 Where a debtor appears to be vulnerable, the Enforcement Agent will use his discretion in determining the appropriate course of action to be undertaken. Where necessary, the agency will contact Halton Borough Council for further instruction.

10.2 A debtor may be considered vulnerable in the following circumstances. Where:

- a) There is evidence of a long term or serious illness.
- b) The debtor is frail because of age.
- c) The debtor has had a recent bereavement of a close family member.
- d) The family circumstances are such that the welfare of young children is put at risk.
- e) The debtor is heavily pregnant and there are no other adults available in the household.
- f) There is evidence of extreme poverty or hardship.
- g) There is evidence of physical or mental disability.
- h) There are difficulties communicating due to profound deafness, blindness or language difficulties.

The list is not exhaustive and each case will be decided on its own merits.

The agency should also seek further instruction from Halton Borough Council where the debtor states that they have:

- a) Disputed liability.
- b) Paid the debt.
- c) Applied for a discount or Council Tax Support or any other relief not yet granted.
- d) Raised their case with their local councillor or Member of Parliament.

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10.3 The Enforcement Agency must take no action if it appears that no responsible adult is present at the debtors address. If an adult is present, the agent must attempt to establish their identity. If the debtor is unavailable, the agent must ascertain when they will be available. No reference will be made to the purpose of their visit.

10.4 The agent should be aware of the sensitive and confidential nature of this work and should take care to ensure that information regarding the debtors circumstances are not passed on to or discussed with a third party. If children are present the debtor should be encouraged to ask them to leave the room.

11. Review

11.1 This Code of Practice will be reviewed on an annual basis.

11.2 Halton Borough Council reserves the right to amend, suspend or discontinue any of the procedures and requirements in this Code of Practice or introduce new procedures and requirements resulting from changed circumstances. The Enforcement Agency will be notified in writing of any proposed amendments to the Code and will be invited to comment on their effect on working practices.

REPORT TO: Corporate Policy and Performance Board

DATE: 18 March 2014

REPORTING OFFICER: Strategic Director – Policy and Resources

PORTFOLIO: Resources

SUBJECT: Living Wage

WARD(s): Borough Wide

1. PURPOSE OF REPORT

1.1 To provide Members with an update on the progress of the Topic Group in considering the implementation of the Living Wage in Halton.

2. RECOMMENDATIONS

2.1 That Members note and comment upon this report.

3. SUPPORTING INFORMATION

3.1 The Topic Group has met and deliberated upon the possibility of implementing the Living Wage in Halton. A further meeting has been scheduled to take place on 11th March 2014, after the dispatch of the agenda for this meeting of the Policy and Performance Board.

3.2 It is therefore proposed that Members of the Board receive updated papers following that meeting of the Topic Group to enable the matter to be considered further at the Policy and Performance Board. Members will then be invited to make comment and suggest further action.

4. POLICY IMPLICATIONS

4.1 The consideration of whether or not to adopt the Living Wage in Halton would be a significant issue for the Council.

5. OTHER IMPLICATIONS

5.1 The financial implications of implementing the Living Wage will be considered in detail prior to any final determination being made.

6. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton – None

6.2 Employment, Learning and Skills in Halton - The implementation of the Living Wage would have implications for a number of lower paid members of staff working for the authority.

6.3 Healthy Halton – None

6.4 Safer Halton – None

6.5 Halton's Urban Renewal – None

7.00 RISK ANALYSIS

7.1 It is important to consider financial, human resources, and legal risk in deciding on the implementation of the Living Wage.

8.00 EQUAL OPPORTUNITY AND DIVERSITY ISSUES

8.1 There are no specific Equal Opportunity or Diversity issues arising from this report.

9. LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

9.1 There are no background papers under the meaning of the Act.

| | |
|---------------------------|---|
| REPORT TO: | Corporate Policy & Performance Board |
| DATE: | 18 March 2014 |
| REPORTING OFFICER: | Strategic Director Children and Enterprise |
| PORTFOLIO: | Environmental Services |
| SUBJECT: | Energy Efficiency |
| WARDS: | Borough-wide |

1.0 PURPOSE OF THE REPORT

- 1.1 To provide an update on progress on the Council's Carbon Management Plan and the wider activity to reduce CO2 emissions across the Borough.

2.0 RECOMMENDATION: That

- (1)The report be noted.

3.0 SUPPORTING INFORMATION

3.1 National and Local Policy Framework

3.2 The UK Climate Change Act 2008 requires an 80% cut in the UK's carbon emissions by 2050 including an interim target of a 34% reduction by 2020 (over a 1990 baseline). This reduction in carbon emissions will also be driven by expected rising fossil fuel costs over the long term. The UK's decarbonisation agenda is also supported by a range of other legislation, strategies and policies including:

- UK Renewable Energy Strategy
- Energy Act 2008
- Low Carbon Transition Plan
- Carbon Reduction Commitment Scheme (CRC)

3.3 This national framework provides the context for the City Region's and Halton Council's local policy framework for dealing with climate change and sustainable energy issues relating to:

- Liverpool City Region Sustainable Action Plan
- Council's Corporate Plan
- Sustainable Community Strategy
- Council's Carbon Management Plan

3.4 Since the National Indicator Set was abolished there are now no national indicators for measuring the performance around carbon reduction but the Council is required to report to DECC annually Greenhouse Gas emissions from our own activities.

3.5 The Carbon Management Plan set a local target to reduce emission from the Council's estate of between 5 -10% by 2013 from a 2006/07 baseline.

3.6 The Liverpool City Region sets a target to reduce emission by 20% by 2020 against a 1990 baseline.

4.0 REDUCING EMISSIONS FROM THE COUNCIL ESTATE

4.1 To help support the Council's ambitions for carbon reduction the Council took part in the Local Authority Carbon Management Programme in 2008, which culminated in the completion of a Carbon Management Strategy aimed at reducing the Council's emissions between 5-10% by 2014. This strategy aimed to set the Council on a path of changing our current practices over the short to medium/long term ensuring that carbon emissions were considered in the Council's decision making processes. The strategy contained a range of projects that would lead to cost and emission reductions.

4.2 Data from Greenhouse Gas emissions report shows that the 2006/07 baseline was 26,338 Tonnes of CO₂e. The data for 2012/13 was 24,451 Tonnes of CO₂e. There have been variations over the years in different sectors but overall emissions are down approximately 7%.

4.3 Many of the projects contained in the Plan have now been completed and if the Council is to continue to make progress towards its ambitions to reduce emissions and deliver cost savings the Plan is in need of refreshing.

4.4 Where investment has been made in energy efficient projects, the projects have paid for themselves in the short to medium term and the on-going savings are still being made by the Council or a long term income stream has been developed. A copy of the Action Plan is appended to the report. Projects implemented to date include:-

- Voltage optimisation in 14 Council Buildings – reduction in electricity consumption of between 8% and 14% (the Council secured an interest free loan of £100,000 for the above to be repaid over 4 years from the energy savings)
- Energy efficiency measures in Runcorn Town Hall (lighting controls, improved heating, LEDs, solar panels) have reduced consumption by an estimated 15%
- Energy efficiency measures at Halton Stadium (lighting controls, heating and water controls) have reduced electricity consumption by 24 % saving in excess of £30,000

- Boilers replaced at Picow Farm, Glendale and Inglefield
- Staff Awareness Programme introduced – regular articles in In Touch, Energy Saving Guide produced and available on the intranet
- Removal of standalone printers and switch to MFDs have delivered savings in excess of £200,000
- Introduction of 5% biofuels in the Council fleet
- Virtualisation of IT Servers have reduced consumption in the data centre room
- Pilot programme to replacement T8 light fittings with more efficient T5 fittings, together with incorporation of lighting controls – ongoing with payback period of 3 years £10,000 saving per annum
- Mileage Scheme has been reviewed and the new Salary Sacrifice Scheme has a limited to the CO2 emissions of vehicles.
- Programme to replace sodium street lights with LEDs and all road signs now contain LEDs
- Solar Panels have been installed at three sites (Select Security Stadium, Rutland House and Brookvale Leisure Centre). Total energy to date produced from the systems is 205,000kwh as at January 2014. This equates to an energy saving of around £20,000. In addition the Panels attract a Feed in Tariff Income which to date amounts to £75,000. The income is currently been used to pay off the capital investment but long term will generate an income stream for the Council.
- A biomass boiler is currently been installed at Brookvale Leisure Centre to replace to obsolete oil boilers. This will attract Renewable Heat Incentive payments to repay the capital investment and generate a long term income stream for the Council. The boiler will produce in the region of 1,500,000 kwh.
- Automatic Meter Reading (AMR) was installed in the majority of corporate buildings to log half-hourly gas and electricity use. Energy management summaries have been created in-house to monitor, analyse and manage energy consumption using this detailed data. The summaries and other energy efficiency resources are available to all staff on the Energy Management SharePoint Group site. Central Admin download AMR data each month, update the summaries for each building then nominated building managers are emailed when their records are updated. Workshops were held in late 2012 to help building managers to understand and manage their energy use. To

benchmark consumption, comparison charts for gas and electricity on the SharePoint site show staff how their building is performing against other monitored sites. Summaries and comparison charts are used to identify poor performers or anomalies for further investigation.

- Significant savings were made at Lowerhouse Lane Depot by monitoring energy use and involving staff. Electricity consumption was reduced by 20% 2012 to 2013 and gas use for 2013 cut by predicted 47% with estimated total savings of over £10k.
- Halton Lodge Children's Centre – An increase in gas use (over £200 per month) was found to coincide with the installation of a new boiler. Settings were adjusted on the heating controller to reduce consumption to previous levels.
- Moorfield Road – continuous electricity use was identified on site as back up immersion heater accidentally switched on by staff. Switching back to gas heated hot water resulted in net saving over £1000 a year.
- Widnes Crematorium – continuous gas consumption costing over £150 a day on top of usual operational use was detected using AMR. This was soon identified on site as a large underground leak.
- Community Centres – Using 'holiday' settings on heating controls over Christmas/New Year shutdown at Upton, Murdishaw and Grangeway community centres saved an average of 16% compared to predicted December consumption while maintaining frost protection.
- A Low Carbon Schools Service funded by the School Forum was offered to schools to help reduce their energy use. Ten schools signed up but only seven actively participated due to OFSTED and other commitments. Comparing consumption over 2013 to the previous year, electricity savings were variable and gas use increased overall, mainly due to colder weather. On average the participating schools saved nearly £2,000 a year.

5.0 CARBON REDUCTION COMMITMENT

5.1 The Carbon Reduction Commitment (CRC) is a new mandatory carbon emissions scheme that began in April 2010. The Council has been a participant in Phase 1 of the Scheme which runs from 2010 to 2014. Each year the Council has to report its annual emission from gas and electricity usage from our buildings and schools and purchase and surrender allowances based on those emissions. The current price of allowances is £12 per tonne. The total cost of allowances is in the region of £150,000 annual with the Council's contribution been around £70,000. The schools allowances are met from the School Forum budget. Phase 2 will commence in 2014 but the Council will not be a participant as our consumption does not meet the qualifying criteria. This will result in an annual on-going saving of around £70,000.

6.0 LIVERPOOL CITY REGION SUSTAINABLE ENERGY ACTION PLAN (SEAP)

6.1 The SEAP sets out the City Region's ambitions to transform its self into a low carbon economy in which future economic growth is decoupled from the consumption of fossils fuels. The SEAP sets out a coordinated programme for the delivery to ensure the City Region is at the forefront of the transition to a low carbon economy with all the economic, environmental and social benefits.

6.2 The key priority actions are around driving the growth in decentralised energy, increasing the take up of renewable energy, developing a combined retrofit programme for domestic and commercial properties and developing a programme of alternative fuel infrastructure for transport.

6.3 In terms of Decentralised energy the SEAP identifies opportunities around East Runcorn and the development of Daresbury Sci Tech and new housing and in the longer term Runcorn Docks. The Council has secured funding from the Heat Network Unit set up by DECC to carry out detailed feasibility study for the East Runcorn Area.

6.4 In terms of retrofit a number of large scale programmes have been developed using the old Community Energy Savings Programme and funding regime, which placed an obligation on energy companies to improve energy efficiency for homes within areas of high deprivation. In Castlefields approximately 330 mixed tenure properties have been treated with External Wall Insulation and new boilers. Total investment was in the region of £2.5m. On Halton Brook 386 mixed tenure properties have received similar measures with a total investment of £2m.

6.5 The Energy Companies Obligation (ECO) is an energy efficiency programme that was introduced at the beginning of 2013. It replaces two previous schemes, the Carbon Emissions Reduction Target (CERT) and the Community Energy Saving Programme (CESP).

6.6 ECO places legal obligations on the larger energy suppliers to deliver energy efficiency measures to domestic energy users. It operates alongside the Green Deal which is designed to help people make energy efficiency improvements to buildings by allowing them to pay the costs through their energy bills rather than upfront.

6.7 There are opportunities under ECO and the forthcoming ERDF Programme 2014- 2021 to develop further retrofit schemes. The recent Autumn Statement has had significant implications for the way ECO is funding and evaluation of the changes is on-going to assess the potential to develop future retrofit schemes across the Borough.

7.0 POLICY IMPLICATIONS

7.1 The objectives set out in the Carbon Reduction Plan and the Liverpool City Region SEAP are consistent with overall objective in the Corporate Plan and Sustainable Communities Strategy

8.0 OTHER IMPLICATIONS

8.1 Investment in energy efficient measures has the potential to reduce the Council's energy costs, reduce carbon emission and generate future income streams for the Council.

9.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

9.1 Children and Young People in Halton

None

9.2 Employment, Learning and Skills in Halton

Encouraging investment in energy-efficiency will benefit from lower carbon emissions, job creation, supply chain development and increased competitiveness and security of energy supply.

9.3 A Healthy Halton

Households suffering from fuel poverty have an increased chance of ill health. Illnesses such as influenza, heart disease and strokes are exacerbated by the cold and living in a cold home can make it more difficult to recover from illness. Nationally, fuel poverty is a factor in thousands of excess winter deaths each year, particularly amongst pensioners and can also contribute to social exclusion, which has an adverse impact on mental health and wellbeing. There are huge potential benefits of increased joint working between health and housing professionals.

9.4 A Safer Halton

None

9.5 Halton's Urban Renewal

The transition to a low carbon economy can support the development of the local economy and ensure that future economic growth is decoupled from the consumption of fossil fuels and the inevitable carbon emissions.

10.0 RISK ANALYSIS

None

11.0 EQUALITY AND DIVERSITY ISSUES

None

12.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act.

Halton Borough Council Strategy & Implementation Plan



| Action 2008 - 2013 | | | | | | |
|--|---|---|---------------------------------------|----------------------|---|-----------------------|
| Project | Responsibility/Lead Officer | Timescale | Cost (s) | Cost Saving | Funding | Pay Back (years) |
| BUILDINGS | | | | | | |
| Install Powerperfactors in various Council Buildings | John Hughes Head of Property Services | Commencement 2008/09 | £137,000 | £36,000 pa | Invest to Save budget | 206 3 |
| Programme of works to improve lighting, heating and water controls at Stobart Stadium, Halton | Chris Patino Stadium Manager | Ongoing | £49,000 | £49,000 over 4 years | Invest to Save budget | 30-40 4 |
| Programme of Works to improve heating, water and lighting controls and for photovoltaic tiles at Runcorn Town Hall | John Hughes Head of Property Services | Commencement June 2007 - Completion June 2008 | Included in total refurbishment costs | £13,750 | Property capital programme | 55 |
| Replacement of old light fittings and tubes, together with incorporation of lighting controls | John Hughes | Subject to funding | £44,020 | £10,613 | Subject to Invest to Save bid | 76.7 4 |
| Replacement boiler and insulation of Picow Farm depot, Glendale and Ingfield | John Hughes | 2008/09 | £125,000 | TBD | Maintenance programme | 55 |
| Explore the feasibility of creating a pilot payback fund for carbon reduction initiatives in Council buildings | John Hughes/Jim Yates | 2008/09 | TBD | TBD | Submit bid to Invest to Save budget. Match funded by Salix. | TBD TBD |
| Cultural change programme (staff awareness campaign, energy champions etc, training for managers) | Michelle Baker/Jim Yates/ Debbie Houghton | March 2008 | £10,000 | £100,000 | Invest to Save budget | 650 3/4 |
| Engage schools in carbon management programme | TBC | 2008/09 | TBD | £130,000 | | 1960 |
| Increase procurement electricity from CHP Services | John Hughes | April 2008 | Nil | Nil | Purchase is part of existing energy contract | 1430 tonnes |
| Integrate carbon management into Building Schools for the Future Programme | Ann McIntyre | 2009/10 | To be assessed | TBD | To be considered as part of BSF Scheme | To be assessed TBD |

Halton Borough Council Strategy & Implementation Plan



| Action 2008 - 2013 | | | | | | | | | |
|--|--------------------------------|--------------|--|-----------------------|-------------------------------------|--------------------------|------------------|--|--|
| Project | Responsibility/Lead Officer | Timescale | Cost (£) | Cost Saving | Funding | Potential carbon savings | Pay Back (years) | | |
| Programme of Energy efficiency measures in schools (replacement of boilers, roof insulation, double glazing) | Phil Dove/John Hughes | Ongoing | £783,800 | TBD | Capital repairs budget | 132 | | | |
| Networking of printers to multi functional devices | Pauline Lowe | October 2008 | £60,000 for additional server capacity | £150,000 over 3 years | Invest to save budget | 50-60 | 3-4 | | |
| Review of feasibility of introducing renewable technologies | Strategic Director Environment | 2008 - 2013 | TBD | TBD | TBD | TBD | | | |
| TRANSPORT | | | | | | | | | |
| Introduce 5% biofuels in the Council fleet | Geoff Hazlehurst | April 2008 | Nil | Nil | N/A | 36 | 1 | | |
| Link car lease scheme to CO ² emissions | Personnel | April 2008 | Nil | Nil | N/A | TBD | TBD | | |
| Review current mileage scheme and link to CO ² emissions | Personnel | 2009/2010 | Nil | Nil | N/A | TBD | TBD | | |
| Improve analysis of fleet fuel consumption data | Service Managers | April 2009 | Nil | Nil | N/A | 125 | 1-2 | | |
| Staff Commuter Initiatives to reduce the carbon emitted by employees and Members of Halton Borough Council as part of their normal 'home to work' commuting or business related travel | | | | | | | | | |
| OTHER | | | | | | | | | |
| Street lighting pilot scheme to change switching levels on lights | Steve Rimmer | 2009/10 | £20,000 - £30,000 | 2,000 pa | Subject to Invest to Save budget | 15 | 10 | | |
| Virtualisation of IT Servers | Julie Birchall | Aug 2008 | | | To be met from IT Capital Programme | 40-50 | | | |
| Development of a sustainable procurement policy | Jean Morris | 2009/10 | TBD | TBD | TBD | TBD | TBD | | |

Halton Borough Council Strategy & Implementation Plan



| Action 2008 - 2013 | | | | | | |
|---|-----------------------------|-----------|------------|-------------|--|------------------|
| Project | Responsibility/Lead Officer | Timescale | Cost (£) | Cost Saving | Funding | Pay Back (years) |
| TOTAL(S) | | | £1,238,820 | £455,363 | | 4891 (20.2%) |
| CORPORATE MANAGEMENT | | | | | | |
| To ensure that carbon management becomes integral to the way in which the authority delivers its services, it is important that it becomes part of the performance management systems of the Council. | Rob Mackenzie | 2008/9 | Nil | | To ensure carbon management is integrated into the 2008/09 Service Plans | N/A |
| DATA COLLECTION & MONITORING | | | | | | |
| To ensure that the Carbon Management Action Plan is effectively monitored there will be a need to set up systems for the collection and management of carbon emissions data | Jim Yates | 2007/08 | Nil | | Establish systems to collect carbon emissions data on an ongoing basis | N/A |
| Maintain central database of carbon emissions for the authority | Jim Yates | 2007/08 | Nil | | N/A | N/A |

REPORT TO: Corporate Policy and Performance Board

DATE: 18 March 2014

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Performance Management Reports for Quarter 3 of 2013/14

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To consider, and raise any questions or points of clarification, in respect of performance management for the third quarter period to 31st December 2013.
- 1.2 Key priorities for development or improvement in 2013-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Finance
 - Human Resources & Organisational Development
 - ICT and Administrative Support
 - Legal and Democracy
 - Policy & Performance
 - Property Services
 - Catering, Stadium and Registration Services

in relation to the Council's priority of Corporate Effectiveness and Business Efficiency. The report details progress against service objectives and milestones and performance targets and provides information relating to key developments and emerging issues that have arisen during the period.

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the second quarter performance management report;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Board.**

3.0 SUPPORTING INFORMATION

- 3.1 Departmental objectives provide a clear statement on what services are planning to achieve and to show how they contribute to the

Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Thematic Priority Based Report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

7.0 RISK ANALYSIS

7.1 Not applicable.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Not applicable.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972

Not applicable

Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 3 – Period 01st October to 31st December 2013**

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 2013/14 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2013-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
 - Human Resources & Organisational Development
 - ICT Infrastructure
 - Legal and Democracy
 - Policy & Performance
 - 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:-

Financial Management

- Although processing times remain one of the best in the region the implementation of the Governments welfare reforms continues to impact upon the administration of Housing Benefit with over 90% of the Council's Discretionary Housing Payment having now been allocated.
- The collection of Council Tax has saw a reduction of 1.67% as compared to the same period last year and there has been a significant increase in recovery action which has largely resulted from changes to the benefits system.
- As has been anticipated the wider implementation of reforms to the state benefit system continues to result in a high demand for welfare advice services with increased recovery activity placing additional demands on the Contact Centre.

- The movement of the Halton People into Jobs service to the Direct Link facility in Widnes has achieved accommodation savings and further consolidated front-line service delivery.
- The Councils Contact Centre Team has been awarded Team of the Year in the Councils inaugural Employee Recognition and Award Scheme.
- The Medium Term Financial Strategy (MTFS) was approved by Executive Board on 21st November 2013, which set out an expected funding gap of up to £46m over three years (2014-2017) and the key assumptions upon which this was based. The Council's 2014/15 base budget has been prepared within the framework of the MTFS.
- The Government announced the Local Government Finance Settlement on 18th December 2013 which provided details of the Provisional Grant Settlement for Halton for 2014/15 and indicative grant settlement figures for 2015/16. Overall the settlement inclusive of specific grants was broadly in-line with that forecast as part of the MTFS. This will require budget savings to be achieved of £15.1m in 2014/15.
- On 21st November 2013 Executive Board recommended initial 2014/15 budget reductions of £6.5m be considered and approved by Council on 11th December 2013. These budget proposals will be implemented immediately and will contribute to keeping spend within budget for the current financial year.

Human Resources and Organisational Learning and Development

- Following a period of consultation a process has now commenced for the transition to new reduced structures for the future delivery of Learning and Development and transactional processes for recruitment and pay.
- During the period work has continued to reduce the number of equal pay claims, provide support to a Members Topic Group on the Living Wage, a working group to formalise arrangements for Agile Working.

ICT and Administration Support Services

- Key corporate project requirements have continued to be delivered such as the continued implementation of SharePoint, web site development, electronic social care records, printer replacement and other major system upgrades.
- The Halton iPhone App will become live during February 2014 with a further development for Android devices being planned for release in early summer. The development was undertaken in-house and provides mobile public accessibility to a comprehensive range of information including job vacancies, traffic updates, public health data and waste collection timetables.

- The Windows to learning platform has now been released into the schools environment with a number of locations having already taken up this opportunity and a large number now interested. A short video of this new solution can be accessed via:

<http://www.halton.gov.uk/WindowsToLearning/index.html>

Legal and Democratic Services

- Labour intensive and time-critical work has continued throughout the reporting period to develop a constitution and operating agreement for the Combined Authority in addition to extensive support being provided to the Mersey Gateway Team in advance of financial close anticipated in Quarter 4.
- Following a review the Inside Halton resident's magazine will be circulated 3 rather than 4 times a year which will result in a saving of approximately £7,000 per year.

Policy, Planning, and Transportation (Policy & Performance)

- Through the Halton Strategic Partnership Board work has commenced to develop the Local Service Support Framework for Universal Credit to ensure a joined-up approach for support to vulnerable groups.
- A Peer Challenge, undertaken as part of the LGA's self-improvement initiative and supported by the Policy and Performance Team, was undertaken and completed during quarter 3. Work that has been identified in light of recommendation is now being taken forward in conjunction with other developments such as the annual business planning cycle and the refresh of key documents such as the Corporate Plan and Sustainable Community Strategy.
- Work is being undertaken to pilot a Corporate Social Responsibility scheme called Halton CARES (Companies Acting Responsibly and Ethically), under which local businesses can join and achieve accreditation. Local businesses would provide pro bono work (free of charge assistance) in local communities for example to vulnerable individuals or community groups. The pilot proposal is being put before Environment and Urban Renewal PPB for support on 21st January.
- A Social Value Policy has been produced to meet our procurement commitments under the Public Services (Social Value) Act. Work is continuing as part of a core group of officers from HBC, the CCG and Voluntary and Community Sector, working with and funded by Social Value UK to produce a borough wide Social Value Charter with the aim to establish Halton as an area at the forefront of promoting the Social Value agenda. This is a year-long piece of work, however, the Charter and principles of Social Value are expected to be agreed by February 2014. Policy staff are also be involved in 'social proofing'

the commissioning intentions within the Clinical Commissioning Group (CCG) 2 year plan as part of this work.

Catering, Stadium and Registration Services

- The school meals team are continuing to review the service in preparation for September 2014 when all infant children will be served a free school meal. Capital funding has been made available to the Community and Voluntary controlled schools and a separate amount to the Diocese schools. This funding needs to be prioritised to ensure that each school can prepare and serve all the infants with a meal within the lunchtime period.
- National School meals week took place at the beginning of November. The National promotion was to serve a free school meal to every child. However due to the forthcoming introduction of Universal free school meals for infants in September when all infants will get a free meal Halton Catering team felt it was more beneficial to raise the awareness to children as to how tasty school meals can be.

All schools were invited to serve their own schools favourite meals for a complete week. This promotion was one of the most successful ever arranged by school meals, it is hoped to repeat this favourite meals week each term.

- Due to the on-going challenge of food inflation a mini competition was held to make sure that we were getting the best possible price for all our groceries. A new supplier Trevor's (part of the Country Range Group) came in lower by several thousand pounds. Trevor's are now the new supplier.
- Many schools were supplied with buffets from the Stadium during the autumn term, this arrangement provides the schools with a cost effective quality service.
- Several key activities made use of the i-Pitch over the quarter, including:
 - Widnes played Warrington in a festive friendly on 29th December.
 - Liverpool Ladies signed another contract to continue playing at the Stadium. Also renting office and the Stadium will be promoted as the home of Liverpool Ladies
 - Lancashire Rugby League Cup Final hosted by Rugby League on 13th October.
 - Women's Rugby League Final hosted by Rugby League on 20th October
 - Hatton Solicitors National Conference Rugby League Final on the 17th November.
 - USA Team based at the Stadium for RLWC 2013
 - USA team Sport event with the local community on the pitch
 - Pitch used on a regular basis most nights for community use

- The stadium made use of its hosting facilities during the third quarter:
 - Christmas – Over 600 pensioners Christmas meals
 - Sportsman’s evening with Andrew Johns and Brad Fitler, Australian Rugby League legends) as guest speakers in the Marquee.
 - Mayor hosted Americans at Halloween Night
 - Civic Reception for the USA team
 - Numerous parties and three weddings
 - Numerous meetings and conferences including:
 - North West Psychology Conference
 - Riverside Group Annual Conference
 - Mersey Gateway meetings
 - Councils’ Peer assessment

- Other notable items to report are:
 - Sure Move signed a new three year deal for hiring of Executive Box
 - Eight box holders renewed for another season
 - Cheshire Police training in various areas of the Stadium
 - Prayer Room opened
 - South West Concourse has been modernised allowing for “spinning” and fitness classes to take place

Property Services

- The proposed improvement works to Lowerhouse Lane Depot, following a Health & Safety Executive, visit have now commenced on site with the demolition of the former welfare block and archive store and the refurbishment of the workshop welfare facilities. The main resurfacing works will commence on site in January 2014.

- Planning approval has now been obtained for the proposed Travellers site on Warrington Road in Runcorn. Works are continuing with the procurement process with works anticipated to start on site in the new-year, completion being due in the autumn of 2014.

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 Management

- I. In December 2013 the Government announced the introduction of the Single Fraud Investigation Service (SFIS), which will investigate Social Security welfare benefit and Tax Credit fraud across Local Authorities, HM Revenue and Customs, and the Department for Work and Pensions (DWP). This will result in

Council Benefit Investigation staff transferring to the DWP. Time scales provided by the DWP indicate that national rollout should commence in October 2014 and will be completed by March 2016.

- II. On 6th February 2014 the Executive Board will recommend budget proposals to be considered by Council on 5th March 2014. This will include additional budget reductions required in order to deliver a balanced budget for 2014/15.
- III. Support continues to be provided on the financial aspects of the Mersey Gateway development, partnership arrangements on the pooled budget with Halton CCG and the joint venture arrangements with the Science & Technology Facilities Council and Langtree for the development at Sci-Tech Daresbury. Progress continues to be made with Equal Pay Claims, to date over 900 claims have been cleared.
- IV. Planning has begun for preparation of the 2013/14 final accounts, the Council's External Auditor (Grant Thornton UK LLP) have commenced work in refreshing their understanding

Human Resources and Organisational Development

- I. Significant changes to the Local Government Pension Scheme will be introduced from April 2014 with a move away from Final Salary to career average earnings. This will have an impact for both employees and the Councils processes. HR staff will begin detailed communication over the coming months with both employees and Cheshire Pensions, to ensure the successful implementation of the new arrangements.

ICT and Administration Support Services

- I. Following the finalisation of discussions with the supplier new Contact Centre software will become operational during May 2014 that will provide enhanced capability and exceed the original tendered requirements.
- II. Picow Farm Road Records Management and data Centre is now complete and plans are now in place to develop the Scanning Centre and the necessary operating processes and procedures with the intention that commercial opportunities to further attract inward investment will be sought.
- III. The ICT Data Centre will form a major part of the authority's on-going disaster recovery and business continuity arrangements and the 2014/15 capital programme will be aligned with developing this facility.
- IV. Arrangements to meet the continued requirements of Public Services Network compliance, which form the Code of Connection the authority has to maintain to transact electronically, are now underway and the authority will be subject to an external audit during June 2014.

Policy, Planning, and Transportation (Policy & Performance)

- I. Phase 2 of the 2013/14 carriageway structural reconstruction has been delayed due to poor weather conditions and has been rescheduled for completion in February 2014.
- II. The DfT launched guidance for the next round of LSTF in late December 13. Funding will be available for 1 year (2015-16) and is for revenue projects only with an overall value of a bid is set a £1m, or for the LCR as a whole £5m. Applications to this fund need to be submitted by the end of March 2014 and currently there are discussions taking place amongst the Liverpool City Region on how best to proceed.

Property Services

- I. We have now started to look at income generation from our corporate building stock linked to the move to agile working which is having the effect of freeing up space. This is an area that we will be increasingly focussing on in the future as there is an opportunity to generate a significant amount of income. The Department of Health have now moved into Rutland house.

This reflects a proactive approach to sharing our accommodation, an example of which is working with the Clinical Commissioning Group (CCG) who have previously moved into Runcorn Town Hall. We are also currently in discussions with other public sector partners with a view to them taking some space in Rutland House.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements.

As such progress concerning the implementation of all high risk mitigation measures will be monitored in Quarter 2 and Quarter 4.

5.0 Progress Against 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.

As a result the Board will receive further information following the completion of the Annual Equality Assessment which will be undertaken during Quarter 3.

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 | Q3 Progress |
|-------|--|---|
| FS O1 | Report Medium Term Financial Strategy to Executive Board November 2013 . |  |
| FS O3 | Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2013 . |  |
| | Publish the Abstract of Accounts by 30th September 2013 . |  |

Supporting Commentary

Medium Term Financial Strategy was reported to Executive Board on 21st November 2013 with the Draft Abstract of Accounts being certified by the Chief Finance Officer on 28th June 2013 as planned. Statement of Accounts for 2012/13 was approved by Business Efficiency Board on 18th September 2013 and published on the Councils web-site on 30th September 2013.

Key Performance Indicators

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| FS LI 05 | Proportion of Council Tax that was due that was collected. | 97.11 | 96.00+ | 83.83 |  |  |
| FS LI 06 | The percentage of Business Rates which should have been received during the year that were received. | 97.13 | 96.00+ | 78.51 |  |  |
| FS LI 10 | Average time for processing new claims (Housing & Council Tax Benefit). | 11.78 | 18 | 14.44 |  |  |

Supporting Commentary

When compared to the same period last year there has been a reduction in the levels of collection of Council Tax (1.67%) and Business Rates (6.32%).

With regards to Council Tax this has largely resulted from the negative impact of the new Council Tax Reduction Scheme and changes to Empty Property Discounts.

Despite the significant impact that the Welfare Reform is having on the Revenues and Benefits Division, performance remains excellent and well within target.

Though slightly below the performance achieved as the same point last year (11.51 days), this remains one of the best performances in Merseyside and Greater Manchester.

Human Resources & Organisational Learning and Development

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|---------|---|--|
| HRLD O1 | To commence Real Time Tax information reporting to HMRC by June 2013 . To further enhance the i-Trent system capabilities. March 2014 |  |
| HRLD O2 | Promote and take forward the delivery of actions identified within the Corporate People's Plan. March 2014 Monitor & review implementation of revised Employee Development Review (EDR) process. December 2013 |  |

Supporting Commentary

The Council now complies with the requirements of HMRC in the provision of real time information to the tax office and iTrent capabilities are being enhanced through the introduction of e-payslips which are currently being tested prior to any roll-out being agreed between management and trade unions.

Learning and Development opportunities continue to be provided in support of the Corporate People's Plan and the means by which learning needs can be identified continue to be explored, for example thorough the analysis of staff forums.

Key Performance Indicators

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|------------|---|----------------|----------------|-----------|---|---|
| HRLD LI 01 | The number of working days / shifts lost due to sickness. | 10.06 | 8.5 | 7.99 |  |  |
| ODHR LI 05 | % of training delegates attending as a proportion of places reserved. | 88 | 85 | 81 |  |  |
| ODHR LI 06 | The percentage of top 5% of earners that are: | | | | | |

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|------------|---|----------------|----------------|-----------|---|---|
| | a) women | 55.04 | 50 | 55.56 |  |  |
| | b) From BME communities. | 2.91 | 1.0 | 2.73 |  |  |
| | c) With a disability | 0.65 | 5.0 | 0.68 |  |  |
| ODHR LI 07 | No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce. | 1.36 | 7.50 | 1.44 |  |  |
| ODHR LI 08 | Minority Ethnic community staff as % of total workforce. | 0.89 | 1.00 | 1.16 |  |  |

Supporting Commentary

Sickness absence has increased when compared to the same period last year (6.61) and work continues with service managers to explore mitigating actions that can be pursued.

In relation to the workforce profile it is unlikely that the Council's ambitious targets in relation to disability can be achieved although both measures have shown a marginal increase when compared to the same period last year.

ICT & Administrative Support

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|--------|--|---|
| ICT O1 | SharePoint and Records Management enhancement. March 2014 |  |
| | Continued Social Care Systems Service Support Programme. March 2014 |  |
| | Schools Cloud Services developments. September 2013 |  |
| ICT O1 | Interactive Web Services and further SharePoint integration. March 2014 |  |
| | Development of commercial ICT opportunity within desktop. Hosting and Disaster Recovery provision. March 2014 |  |
| ICT O2 | Continued development of document management and distribution services. March 2014 |  |
| ICT O3 | Deliver operational Records Management Unit services. August 2013 |  |

| Ref | Milestones | Q3 Progress |
|--------|---|---|
| ICT 04 | Conduct and evaluate point of contact satisfaction survey for ICT & Support Services. March 2014 |  |

Supporting Commentary

All objectives are progressing as planned or having been completed at this stage.

In relation to Social Care Systems support developments with regards to children's Services are complete and in line with requirements and a project to consider Adult Services has commenced with requirements being mapped and planned for test during the second quarter of 2014.

The development of commercial opportunities is progressing well with services now being delivered for the Mersey Gateway Project and the Halton Clinical Commissioning Group.

The results of the contact satisfaction services have now been received and analysed. Results have been largely positive and encouraging and work is now being undertaken to identify the ways in which services can be improved further. The full details of the survey findings will be published in the March Team Brief and the April 2014 issue of the InTouch magazine.

Key Performance Indicators

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----------|--|----------------|----------------|-----------|---|---|
| ICT LI 01 | Average availability of the Council's operational servers (%). | 99 | 99 | 99.99 |  |  |
| ICT LI 02 | Average availability of the Councils WAN infrastructure (%). | 99 | 99 | 99 |  |  |
| ITC LI 04 | % Of all responsive repairs completed within 2 working days. | 92 | 80 | 93 |  |  |
| ITC L1 08 | Average working days from order to completion of a new PC | 9 | 10 | 8 |  |  |

Supporting Commentary

Infrastructure and availability remains robust and although there have been some one-off outages as a result of power issues at Rutland House these have been resolved within 30 minutes of each event.

Responsive repair and PC completion times remain extremely positive.

Legal & Democracy

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|-------|--|---|
| LD O1 | Secure renewal of Lexcel & ISO Accreditation. January 2014 |  |
| LD O3 | To ensure that all members have been given the opportunity of a having a MAP meeting March 2014 |  |

Supporting Commentary

Work to secure renewal of accreditations is progressing according to plan, although it has been agreed that the inspection will be held on 31st March 2014, Member MAP meetings continue to place as we move throughout the year.

Key Performance Indicators

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|---|----------------|----------------|--------------|---|---|
| LD LI 01 | No. Of Members with Personal Development Plans (56 Total) | 46 (79%) | 56 (100%) | 54% (96%) |  |  |
| LD LI 03 | Average Time taken to issue prosecutions from receipt of full instructions (working days). | 7 | 10 | 10 |  |  |
| LD LI 04 | Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days) | 15 | 20 | 20 |  |  |
| LD LI 05 | Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client | 1 | 3 | 1 |  |  |

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|---|----------------|----------------|-----------|-------------|---------------------|
| | department (working days). | | | | | |
| LD LI 11 | % who believe internal communications service has improved. | 71 | 87 | N/A | N/A | N/A |
| LD LI 15 | % satisfaction with Inside Halton. | 99 | 90 | 95% | N/A | N/A |

Supporting Commentary

All measures remain on track to achieve annual target.

A survey to look at the percentage of users who believe that the internal communications service has improved was held during December but due to a low response this has been extended into January. The results of the survey will be made available during Q4.

The Inside Halton reader's survey showed that 95% of readers were either satisfied, or very satisfied with the magazine. Readers complimented the 'What's On' section and updates in the magazine on the Mersey Gateway.

Policy & Performance

Key milestones

| Ref | Milestones | Q3 Progress |
|--------|--|---|
| PPT 04 | Review the Sustainable Community strategy and monitor performance b-annually March 2014 |  |

Supporting Commentary

A review of the SCS is concluding. This review has sought to update key aspects of terminology, legislation and resolve other editorial amendments. Work has taken place on focusing and reducing the outcomes and aligning measures more closely with performance indicators.

A simplified, interactive single page document has also been completed and will be made available on the new Partnership website www.haltonpartnership.com following approval of the refreshed strategy in March by Executive Board. Performance is measured and reported on a bi-annual basis to the Halton Local Strategic Partnership.

Catering and Stadium Services

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|-------|---|--|
| CE O2 | Measure customer satisfaction with Stadium Community Services - January 2014 . Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - March 2014 . |   |
| CE O3 | School Lunches - Deliver a promotion and educational campaign - September 2013 and January 2014 . |  |
| | Review and update the strategy and action plan to increase the uptake of free school meals - July 2013 . |  |
| CE O3 | Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - Sept 2013 . |  |

Supporting Commentary

Stadium Community Services are continuing to measure customer satisfaction.

As previously reported this initiative has had a significant effect on filling some of the untaken dates within the Stadium and at the same time opening the Stadium up to a range of disadvantaged groups.

A “youth” alcohol free 'Open Mic' night is planned for early February 2014.

All Primary schools have been provided with a themed calendar with a selection of poster for 2013-2014 to promote National Days, Festivals, Sporting occasions etc.

All Reception children’s parents have been given an information pack on the benefits of school meal and have increased the number of tasting opportunities for children.

Key Performance Indicators

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|---|----------------|----------------|-----------|---|---|
| CE LI 01 | No. of meals served versus hourly input of labour (Previously SH1). | 9.85 | 10.00 | 10.19 |  |  |
| | % Take up of free school meals to those who are eligible (Previously SH LI 8) | | | | | |
| CE LI 08 | a) Primary Schools | 77.46% | 85% | 86.52 |  |  |
| CE LI 09 | b) Secondary Schools | 76.59% | 75% | 70.66 |  |  |
| | % Take up of school lunches (%) – (Previously NI52). | | | | | |

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|----------------------|----------------|----------------|-----------|---|---|
| CE LI 10 | a) Primary Schools | 51.71% | 55% | 51.88% |  |  |
| CE LI 11 | b) Secondary Schools | 53.64% | 55% | 48.7% |  |  |

Supporting Commentary

CE LI 1: Actual has already exceeded target this year, this is an excellent result.

CE LI 8: The target has already been exceeded, an excellent position to be in at this time of year.

CE LI 9: Although the actual is slightly below target this target will be achieved at year end.

CE LI 10: Although the actual is slightly down on target it has already exceeded last year's total, this target should be achieved at year end.

CE LI 11: Although the actual is slightly down on target, it is likely the target will be reached by year end.

Property Services

Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|--------|---|---|
| EEP O1 | Review accommodation in light of budget decisions by July 2013 . |  |
| | Identify further property to be considered for sales and implement asset disposals by March 2014 . |  |

Supporting Commentary

As previously reported, the Council has been consolidating its accommodation portfolio. In light of this, this has made space available to encourage external partners to share office accommodation in Runcorn.

List of assets for disposal has been prepared and approved by Executive Board. It is intended that this list will be reviewed in March 2014, as part of this process ward members have been consulted in regard to assets in their respective areas.

Key Performance Indicators

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----|---------|----------------|----------------|-----------|-------------|---------------------|
|-----|---------|----------------|----------------|-----------|-------------|---------------------|

| Ref | Measure | 12 / 13 Actual | 13 / 14 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----------|------------------------------------|----------------|----------------|-----------|---|---|
| DIS LI 01 | Occupancy of HBC industrial units. | 86% | 85% | 85% |  |  |
| DIS LI 02 | Occupancy of Widnes Market Hall. | 92% | 90% | 88% |  |  |

Supporting Commentary

Occupancy of our industrial estates remains high and recent upturn in the market suggests that the target for 2013/14 will be met.

A number of traders have given notice to leave the market in this quarter, however there are five new applications which will be considered in the next quarter therefore it is anticipated that this target will be met.

7.0 Financial Summaries

FINANCE DEPARTMENT

Revenue Budget as at 31st December 2013

| | Annual Budget £'000 | Budget To Date £'000 | Actual To Date £'000 | Variance To Date (overspend) £'000 |
|------------------------------|------------------------|-------------------------|-------------------------|--|
| <u>Expenditure</u> | | | | |
| Employees | 7,157 | 5,414 | 5,195 | 219 |
| Supplies & Services | 588 | 413 | 368 | 45 |
| Other Premises | 133 | 115 | 58 | 57 |
| Agency Related | 1 | 0 | 0 | 0 |
| Insurances | 1,537 | 1,129 | 1,129 | 0 |
| Charitable Relief | 120 | 0 | 0 | 0 |
| Concessionary Travel | 2,247 | 1,499 | 1,499 | 0 |
| Discretionary Support Scheme | 601 | 50 | 50 | 0 |
| Rent Allowances | 52,985 | 41,457 | 41,457 | 0 |
| Non HRA Rebates | 60 | 45 | 45 | 0 |
| Contribution to Reserves | 820 | 0 | 0 | 0 |
| Total Expenditure | 66,249 | 50,122 | 49,801 | 321 |
| <u>Income</u> | | | | |
| Fees & Charges | -69 | -52 | -137 | 85 |
| SLA to Schools | -763 | -763 | -725 | (38) |

| | | | | |
|-------------------------------------|----------------|----------------|---------------|------------|
| NNDR Administration Grant | -169 | 0 | 0 | 0 |
| Hsg Ben Administration Grant | -1,166 | -875 | -875 | 0 |
| Rent Allowances | -52,370 | -40,609 | -40,609 | 0 |
| Discretionary Support Scheme | -787 | -787 | -787 | 0 |
| Reimbursements & Other Grants | -1,153 | -1,104 | -1,269 | 165 |
| Liability Orders | -373 | -361 | -361 | 0 |
| Non HRA Rent Rebates | -60 | -49 | -49 | 0 |
| Transfer from Reserves | -295 | -9 | -9 | 0 |
| Total Income | -57,205 | -44,609 | 44,821 | 212 |
| | | | | |
| Net Controllable Expenditure | 9,044 | 5,513 | 4,980 | 533 |
| Recharges | | | | |
| Premises | 426 | 320 | 320 | 0 |
| Transport | 60 | 45 | 38 | 7 |
| Asset Charges | 24 | 0 | 0 | 0 |
| Central Support Service | 2,838 | 2,130 | 2,130 | 0 |
| Support Service Income | -7,464 | -5,588 | -5,588 | 0 |
| Net Total Recharges | -4,116 | -3,093 | -3,100 | 7 |
| Net Department Total | 4,928 | 2,420 | 1,880 | 540 |

Comments on the above figures:

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

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Revenues and Benefits and Financial Management Divisions. The majority of these posts have now been filled and the remaining posts will either be filled before the end of the year or contribute towards the 14/15 savings target.

Other premises costs are below the budget due to two HDL One-Stop Shops having been omitted from the Valuation Office Agency's (VOA) rating list. Provision had been made for back-dated business rates however the VOA have now confirmed that charges will only be back-dated to 1st April 13 meaning the balance of the provision can now be released and contribute towards the 14/15 savings target.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges. Reimbursements and Other Grants income is also in excess of the budget due to the receipt of a number of one-off Revenues and Benefits reform grants. Some of these grants will contribute towards the 14/15 savings target.

At this stage it is anticipated that spend will be within budget at the end of the financial year.

HUMAN RESOURCES DEPARTMENT

Revenue Budget as at 31st December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|------------------------------------|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 1,697 | 1,313 | 1,306 | 7 |
| Employee Training | 320 | 206 | 70 | 136 |
| Supplies & Services | 193 | 170 | 174 | (4) |
| Total Expenditure | 2,210 | 1,689 | 1,550 | 139 |
| <u>Income</u> | | | | |
| Fees & Charges | -136 | -132 | -204 | 72 |
| School SLA's | -390 | -382 | -391 | 9 |
| Transfers from Reserves | -32 | 0 | 0 | 0 |
| Total Income | -558 | -514 | -595 | 81 |
| Net Operational Expenditure | 1,652 | 1,175 | 955 | 220 |
| <u>Recharges</u> | | | | |
| Premises Support | 72 | 54 | 54 | 0 |
| Transport Recharges | 16 | 11 | 11 | 0 |
| Asset Charges | 1 | 0 | 0 | 0 |
| Central Support Recharges | 505 | 379 | 379 | 0 |
| Support Recharges Income | -2,207 | -1,660 | -1,660 | 0 |
| Net Total Recharges | -1,613 | -1,216 | -1,216 | 0 |
| Net Departmental Total | 39 | -41 | -261 | 220 |

Comments on the above figures:

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

With regards to expenditure, employee training costs are below the budget profile which is due to reduced spending on Corporate and Communities training provision.

With regards to income, fees and charges are above the budget profile which is mainly due to charges made to Schools and Academies for the provision of additional HR support services.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

ICT AND SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 31st December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) £'000 |
|-------------------------------------|------------------|-------------------|-------------------|---|
| | £'000 | £'000 | £'000 | £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 5,728 | 4,335 | 4,228 | 107 |
| Supplies & Services | 635 | 426 | 400 | 26 |
| Computer Repairs & Software | 606 | 472 | 449 | 23 |
| Communications Costs | 407 | 305 | 326 | (21) |
| Other Premises | 15 | 11 | 20 | (9) |
| Capital Financing | 303 | 252 | 260 | (8) |
| Total Expenditure | 7,694 | 5,801 | 5,683 | 118 |
| <u>Income</u> | | | | |
| Fees & Charges | -409 | -364 | -206 | (158) |
| Reimbursements & Other Grants | -39 | -29 | -39 | 10 |
| SLA to Schools | -537 | -537 | -549 | 12 |
| Transfers from Reserves | -40 | 0 | 0 | 0 |
| Total Income | -1,025 | -930 | -794 | (136) |
| Net Controllable Expenditure | 6,669 | 4,871 | 4,889 | (18) |
| <u>Recharges</u> | | | | |
| Premises | 434 | 325 | 325 | 0 |
| Transport | 20 | 15 | 14 | 1 |
| Asset Charges | 1,646 | 0 | 0 | 0 |
| Central Support Services | 1,090 | 818 | 818 | 0 |
| Support Service Income | -9,468 | -7,100 | -7,100 | 0 |
| Net Total Recharges | -6,278 | -5,942 | -5,943 | 1 |
| Net Department Total | 391 | -1,071 | -1,054 | (17) |

Comments on the above figures

In overall terms spending is in excess of the budget profile at the end of quarter three. With regards to expenditure, employee related expenditure is lower than the budget profile due to increased staff turnover within the Admin Division.

Spend on supplies & services is also lower than the budget profile at the end of the quarter. This is a result of tighter budget controls being put in place with regards to the procurement of general equipment and furniture, stationery and printing services.

With regards to income, fees & charges income is lower than the budget profile which is partly due to significant increases to the target in both 2012/13 and 2013/14. This is a future budget pressure which is, at present, being mitigated by reducing expenditure on staffing and supplies & services.

At this stage it is anticipated that the overall net Department spending will be slightly higher than the budget at the year end.

Capital Projects as at 31st December 2013

| Capital Expenditure | 2013/14 Capital Allocation £'000 | Allocation to Date £'000 | Actual Spend to Date £,000 | Total Allocation Remaining £'000 |
|------------------------|---|--------------------------------|-------------------------------------|---|
| IT Rolling Programme | 1,100 | 825 | 784 | 316 |
| Net Expenditure | 1,100 | 825 | 784 | 316 |

Comments on the above figures.

It is expected that the full capital allocation will be spent by the financial year end.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 31st December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|------------------------------------|---------------|----------------|----------------|------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 1,976 | 1,491 | 1,422 | 69 |
| Supplies & Services | 339 | 239 | 221 | 18 |
| Civic Catering & Functions | 29 | 7 | 1 | 6 |
| Mayoral Allowances | 21 | 17 | 20 | (3) |
| Legal Expenses | 207 | 171 | 169 | 2 |
| Total Expenditure | 2,572 | 1,925 | 1,833 | 92 |
| <u>Income</u> | | | | |
| Land Charges | -97 | -73 | -75 | 2 |
| School SLA's | -48 | -48 | -67 | 19 |
| License Income | -268 | -201 | -199 | (2) |
| Other Income | -28 | -23 | -40 | 17 |
| Transfers from Reserves | -68 | -59 | -59 | 0 |
| Total Income | -509 | -404 | -440 | 36 |
| Net Operational Expenditure | 2,063 | 1,521 | 1,393 | 128 |
| <u>Recharges</u> | | | | |
| Premises Support | 122 | 91 | 91 | 0 |
| Transport Recharges | 33 | 25 | 21 | 4 |
| Asset Charges | 19 | 0 | 0 | 0 |
| Central Support Recharges | 484 | 363 | 363 | 0 |
| Support Recharges Income | -1,945 | -1,458 | -1,458 | 0 |
| Net Total Recharges | -1,287 | -979 | -983 | 4 |
| Net Departmental Total | 776 | 542 | 410 | 132 |

Comments on the above figures:

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

With regards to expenditure employee costs are lower than the budget profile due to vacant posts within the Legal team and Democratic Services team. Some of the posts will be filled during the course of the year and some have been proposed and approved to be deleted as part of the 2014/15 savings process. The in-year savings resulting from the vacant posts will act as contributions towards the Department's 2013/14 staff turnover savings target.

Spend on supplies & services is also lower than the budget profile which is due to savings that have been achieved by moving to an online provider of legal books and publications.

With regards to income School SLA income is above the budget profile at the end of the quarter which is due to a good take up of the Legal Services SLA.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

POLICY, PLANNING & TRANSPORTATION DEPARTMENT

Revenue Budget as at 31st December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|-------------------------------------|---------------|----------------|----------------|------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 4,958 | 3,822 | 3,875 | (53) |
| Other Premises | 236 | 80 | 73 | 7 |
| Hired & Contracted Services | 438 | 208 | 208 | 0 |
| Supplies & Services | 309 | 250 | 248 | 2 |
| Street Lighting | 1,791 | 1,070 | 1,070 | 0 |
| Highways Maintenance | 2,223 | 1,337 | 1,337 | 0 |
| Bridges | 96 | 48 | 38 | 10 |
| Fleet Transport | 1,235 | 945 | 945 | 0 |
| Lease Car Contracts | 622 | 622 | 622 | 0 |
| Bus Support – Halton Hopper Tickets | 231 | 182 | 182 | 0 |
| Bus Support | 531 | 356 | 341 | 15 |
| Out of Borough Transport | 51 | 34 | 33 | 1 |
| Capital Financing | 406 | 307 | 307 | 0 |
| Grants to Voluntary Organisations | 68 | 68 | 68 | 0 |
| NRA Levy | 62 | 62 | 59 | 3 |
| Mersey Gateway | 4,966 | 3,262 | 3,262 | 0 |
| Total Expenditure | 18,223 | 12,653 | 12,668 | (15) |
| <u>Income</u> | | | | |
| Sales | -310 | -248 | -271 | 23 |
| Planning Fees | -506 | -354 | -373 | 19 |
| Building Control Fees | -81 | -71 | -80 | 9 |
| Other Fees & Charges | -519 | -351 | -387 | 36 |
| Rents | -8 | -4 | -2 | (2) |
| Reimbursements & Other Grants | -171 | -128 | -138 | 10 |
| School SLAs | -39 | -39 | -44 | 5 |
| Recharge to Capital | -2,736 | -995 | -995 | 0 |
| | -2,567 | -2,267 | -2,267 | 0 |
| Transfer from Reserves | | | | |
| Total Income | -6,937 | -4,457 | -4,557 | 100 |
| Net Controllable Expenditure | 11,286 | 8,196 | 8,111 | 85 |

| | | | | |
|--|---------------|--------------|--------------|------------|
| Recharges | | | | |
| Premises Support | 770 | 333 | 332 | 1 |
| Transport Recharges | 568 | 430 | 430 | 0 |
| Asset Charges | 7,432 | 0 | 1 | (1) |
| Central Support Recharges | 3,200 | 2,400 | 2,401 | (1) |
| Departmental Support Recharges | 446 | 0 | 0 | 0 |
| Support Recharges Income – Transport | -4,699 | -2,823 | -2,823 | 0 |
| Support Recharges Income – Non Transport | -2,925 | -806 | -805 | (1) |
| Net Total Recharges | 4,792 | -466 | -464 | (2) |
| | | | | |
| Net Departmental Total | 16,078 | 7,730 | 7,647 | 83 |

Comments on the above figures:

In overall terms revenue spending at the end of quarter 3 is below budget profile. This is due to a number of expenditure and income budget areas.

Expenditure on staffing is above the budget to date, this is linked to the staff savings turnover target not being met for the year to date.

Planning fees are currently above the income target to date due a number of individual developments across the borough. These consist of one off large fee applications which cannot be guaranteed in the future. At this stage income on planning fees for the year is forecast to be in line with the annual budget

Schools SLA income is above target in Risk Management due to higher than anticipated demand for the service for the year.

The increase in other fees and charges is mainly due to extra income being generated in the MOT bay; however as this is customer lead it cannot be guaranteed.

The increase in sales is mainly due to increased fuel sales and highway searches.

At this stage of the year it is anticipated that overall-spend will be within the Departmental budget at the financial year-end.

POLICY, PLANNING & TRANSPORTATION

Capital Projects as at 31st December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|--|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Local Transport Plan | | | | |
| Bridges & Highway Maintenance | | | | |
| Bridge Assessment, Strengthening & Maintenance | 3,060 | 1,700 | 1,635 | 1,425 |
| Road Maintenance | 1,715 | 1,100 | 1,025 | 690 |
| Total Bridge & Highway Maintenance | 4,775 | 2,800 | 2,660 | 2,115 |
| Integrated Transport | 725 | 210 | 205 | 520 |
| | | | | |
| Total Local Transport Plan | 5,500 | 3,010 | 2,865 | 2,635 |
| Early Land Acquisition Mersey Gateway | 15,378 | 9,016 | 9,016 | 6,362 |
| Development Costs Mersey Gateway | 3,500 | 995 | 995 | 2,505 |
| Street lighting – Structural Maintenance | 105 | 22 | 22 | 83 |
| Risk Management | 118 | 26 | 26 | 92 |
| Fleet Replacement | 950 | 400 | 366 | 584 |
| Total Halton Borough Council | 20,051 | 10,459 | 10,425 | 9,626 |
| <u>Grant Funded</u> | | | | |
| Surface Water Management Grant | 214 | 0 | 0 | 214 |
| Mid Mersey Local Sustainable Transport | 150 | 9 | 9 | 141 |
| Total Grant Funded | 364 | 9 | 9 | 355 |
| | | | | |
| <u>Local Pinch Point Fund</u> | | | | |
| A558 Access Improvements | 1,805 | 36 | 36 | 1,769 |
| Total Local Pinch Point Fund | 1,805 | 36 | 36 | 1,769 |
| Total Capital Programme | 27,720 | 13,514 | 13,335 | 14,385 |

COMMUNITY & ENVIRONMENT DEPARTMENT
Revenue Budget as at 31 December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|--|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 12,206 | 9,205 | 9,370 | (165) |
| Other Premises | 1,363 | 969 | 876 | 93 |
| Supplies & Services | 1,549 | 1,083 | 1,023 | 60 |
| Book Fund | 225 | 186 | 187 | (1) |
| Promotional | 290 | 206 | 205 | 1 |
| Other Hired Services | 991 | 528 | 542 | (14) |
| Food Provisions | 773 | 499 | 460 | 39 |
| School Meals Food | 1,660 | 917 | 887 | 30 |
| Transport | 70 | 52 | 33 | 19 |
| Other Agency Costs | 877 | 145 | 153 | (8) |
| Waste Disposal Contracts | 4,799 | 2,697 | 2,667 | 30 |
| Leisure Management Contract | 1,492 | 1,011 | 1,042 | (31) |
| Grants To Voluntary Organisations | 333 | 290 | 287 | 3 |
| Grant To Norton Priory | 222 | 222 | 224 | (2) |
| Rolling Projects | 185 | 42 | 42 | 0 |
| Capital Financing | 33 | 0 | 0 | 0 |
| Total Spending | 27,068 | 18,052 | 17,998 | 54 |
| <u>Income</u> | | | | |
| Sales Income | -2,216 | -1,508 | -1,431 | (77) |
| School Meals Sales | -2,224 | -1,154 | -1,192 | 38 |
| Fees & Charges Income | -2,729 | -1,750 | -1,676 | (74) |
| Rents Income | -156 | -97 | -94 | (3) |
| Government Grant Income | -111 | -31 | -43 | 12 |
| Reimbursements & Other Grant Income | -510 | -291 | -330 | 39 |
| Schools SLA Income | -278 | -254 | -226 | (28) |
| Internal Fees Income | -104 | -59 | -48 | (11) |
| School Meals Other Income | -2,265 | -1,883 | -1,916 | 33 |
| Meals On Wheels | -188 | -132 | -135 | 3 |
| Catering Fees | -173 | -130 | -62 | (68) |
| Capital Salaries | -103 | -77 | -39 | (38) |
| Transfers From Reserves | -247 | -185 | -185 | 0 |
| Total Income | -11,304 | -7,551 | -7,377 | (174) |
| Net Controllable Expenditure | 15,764 | 10,501 | 10,621 | (120) |

| | | | | |
|-------------------------------|---------------|---------------|---------------|--------------|
| Recharges | | | | |
| Premises Support | 1,491 | 924 | 925 | (1) |
| Transport Recharges | 2,242 | 1,384 | 1,398 | (14) |
| Departmental Support Services | 9 | 0 | 0 | 0 |
| Central Support Services | 3,119 | 2,362 | 2,362 | 0 |
| Asset Charges | 3,052 | 0 | 0 | 0 |
| HBC Support Costs Income | -375 | -375 | -374 | (1) |
| Net Total Recharges | 9,538 | 4,295 | 4,311 | (16) |
| Net Departmental Total | 25,302 | 14,796 | 14,930 | (136) |

Comments on the above figures:

Net operational expenditure is £136,000 over budget profile at the end of the third quarter of the financial year.

Employees' expenditure is over budget profile by £165,000, primarily due to savings targets for premium pay of £256,400 for this financial year. Agency staffing is approximately £58,000 less than at the same stage last year, which is helping to keep the overspend on staff costs to a minimum. To date, with the exception of the Stadium, all other divisions with the department are under budget profile contributing to the achievement of the staff turnover saving targets of £461,625.

The main budget pressure is income received and the targets set for the department and budgets are underachieving in several areas particularly Sales, Fees & Charges, Catering Fees and Capital Salaries. Sales and Fees and Charges for the Stadium as a whole are still struggling to meet targets and changes to capital salaries criteria has added further pressure to the underachieving income targets.

Expenditure on other premises and supplies and services is currently £153,000 under budget profile. This is due to savings on equipment budgets, hired services, lower than expected utility bills within the Community Centres and savings on consumables budgets.

The Leisure management contract is over the budget profile and is expected to overspend by approximately £ 40,000 by year end.

Waste disposal contract invoices have been fluctuating during the year with amounts being higher than expected earlier in the year but recent invoices are lower, resulting in overall spend being less than anticipated for this stage of the financial year. It is possible that increases will occur in the next few months so revisions to projections will continue to be monitored regularly.

School Meals is still performing well against budget, with sales and food costs both having favourable variances.

The final year end position for the Department is expected to be approximately £180,000 over budget which will be contained within the Directorates budget.

Capital Projects as at 31 December 2013

| Project | Capital Allocation 2013/14 £'000 | Allocation To Date £'000 | Actual Spend To Date £'000 | Allocation Remaining £'000 |
|--|----------------------------------|--------------------------|----------------------------|----------------------------|
| <u>Community & Environment Division</u> | | | | |
| Stadium Minor Works | 30 | 8 | 8 | 22 |
| Stadium Disability Works | 30 | 0 | 0 | 30 |
| Stadium Gym Equipment | 30 | 0 | 0 | 30 |
| Widnes Recreation Site | 2,680 | 110 | 108 | 2,572 |
| Childrens Playground Equipment | 81 | 25 | 24 | 57 |
| Playground Third Party Funding | 340 | 13 | 13 | 327 |
| Arley Drive (Upton) | 66 | 2 | 2 | 64 |
| Crow Wood | 13 | 0 | 0 | 13 |
| Open Spaces Schemes | 72 | 72 | 71 | 1 |
| Runcorn Cemetery Extension | 9 | 1 | 1 | 8 |
| Cremators At Widnes Crematorium | 396 | 5 | 5 | 391 |
| Runcorn Hill Park | 120 | 52 | 52 | 68 |
| Runcorn Busway Works for Gas Powered Buses | 30 | 30 | 30 | 0 |
| Litter Bins | 50 | 30 | 29 | 21 |
| | 3,947 | 348 | 343 | 3,604 |

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Summary Financial Position as at 31st December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|--|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 4,419 | 3,521 | 3,572 | (51) |
| Repairs & Maintenance | 2,703 | 2,048 | 2,040 | 8 |
| Energy & Water Costs | 606 | 421 | 413 | 8 |
| NNDR | 637 | 621 | 622 | (1) |
| Rents | 376 | 355 | 355 | 0 |
| Marketing Programme | 128 | 23 | 17 | 6 |
| Promotions | 84 | 34 | 27 | 7 |
| Supplies & Services | 1,251 | 839 | 823 | 16 |
| Agency Related Payments | 168 | 145 | 145 | 0 |
| Total Expenditure | 10,372 | 8,007 | 8,014 | (7) |
| <u>Income</u> | | | | |
| Fees & Charges | -587 | -471 | -471 | 0 |
| Rent - Markets | -758 | -577 | -580 | 3 |
| Rent - Industrial | -965 | -615 | -610 | (5) |
| Rent – Commercial | -533 | -452 | -450 | (2) |
| Government Grant Income | -914 | -559 | -559 | 0 |
| Transfer from Reserves | -361 | -361 | -361 | 0 |
| Recharges to Capital | -420 | -207 | -207 | 0 |
| Reimbursements & Other Grant Income | -659 | -577 | -585 | 8 |
| Schools SLA Income | -494 | -494 | -494 | 0 |
| Total Income | -5,691 | -4,313 | -4,317 | 4 |
| Net Operational Budget | 4,681 | 3,955 | 3,958 | (3) |
| <u>Recharges</u> | | | | |
| Premises Support Costs | 1,498 | 1,133 | 1,133 | 0 |
| Transport Support Costs | 38 | 22 | 22 | 0 |
| Central Support Service Costs | 1,706 | 1,289 | 1,289 | 0 |
| Asset Rental Support Costs | 2,390 | 0 | 0 | 0 |
| Repairs & Maintenance Recharge Income | -2,185 | -1,639 | -1,639 | 0 |
| Accommodation Recharge Income | -2,759 | -2,070 | -2,070 | 0 |
| Central Supp. Service Rech. Income | -1,891 | -1,419 | -1,419 | 0 |
| Total Recharges | -1,202 | -2,684 | -2,684 | 0 |
| Net Expenditure | 3,478 | 1,010 | 1,013 | (3) |

Comments

The overspend to date on the Employee budget has reduced this quarter due to vacancies within the Operations and Investment & Development Division. Spend to date is still over budget, as staff savings targets are not being achieved within the Building and School Cleaning Service as these services need to be fully staffed at all times.

In order to ease budget pressures spending has been restricted in year on Supplies & Services. Promotions and Marketing has also been kept to a minimum in an effort to achieve in year savings for the Department.

Income levels for industrial and commercial rent has improved as a result of renegotiation of contracts and compensation payments from Mersey Gateway for loss of rental income.

Work has continued with managers during the last quarter to look at budget pressures. This has resulted in realignment of budgets and this is reflected in the variances above.

In overall terms it is anticipated that net expenditure will be slightly above the overall Departmental budget by year-end, primarily as a result of the Staff Savings target.

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Capital Projects as at 31st December 2013

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|--|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Castlefields Regeneration | 827 | 70 | 70 | 0 |
| 3MG | 5,695 | 2,400 | 2,280 | 120 |
| Widnes Waterfront | 1,000 | 0 | 0 | 0 |
| Johnsons Lane Infrastructure | 500 | 0 | 0 | 0 |
| The Hive | 214 | 108 | 88 | 20 |
| Decontamination of Land | 155 | 64 | 64 | 0 |
| Daresbury SciTech- Power Infrastructure | 3,587 | 1950 | 1949 | 1 |
| Daresbury Sci-Tech – Transport | 350 | 150 | 163 | -13 |
| Queens Arms | 69 | 44 | 44 | 0 |
| HBT Bus Park | 71 | 71 | 71 | 0 |
| Former Crosville Depot | 518 | 0 | 0 | 0 |
| Former Fairfield Site Demolition | 450 | 301 | 201 | 100 |
| Fairfield High Site - Contingency Costs | 50 | 6 | 6 | 0 |
| Widnes Town Centre Initiative | 85 | 22 | 22 | 0 |
| Travellers Site | 849 | 65 | 65 | 0 |
| Lower House Lane Depot – Upgrade | 757 | 56 | 66 | -10 |
| Disability Discrimination Act/Disabled Access | 150 | 72 | 42 | 30 |
| Total | 15,327 | 5,379 | 5,131 | 248 |
| | | | | |
| Grand Total | 30,760 | 16,008 | 15,652 | 356 |

8.0 Explanation for use of symbols

Symbols are used in the following manner:

| Progress | <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

Where possible performance measures will also identify a direction of travel using the following convention

| | |
|---|---|
| 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 | Indicates that the measure cannot be compared to the same period last year. |