



Corporate Policy and Performance Board

**Tuesday, 3 March 2015 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 Alan Lowe (Vice- Chairman) | Labour |
| Councillor Joe Roberts | Labour |
| Councillor Ellen Cargill | Labour |
| Councillor Mark Dennett | Labour |
| Councillor Stan Hill | Labour |
| Councillor Chris Loftus | Labour |
| Councillor Angela McInerney | Labour |
| Councillor Norman Plumpton Walsh | Labour |
| Councillor Kevan Wainwright | Labour |
| Councillor Christopher Rowe | Liberal Democrat |

Please contact Gill Ferguson on gill.ferguson@halton.gov.uk or 0151 511 8059 for further information.

The next meeting of the Board is on Date Not Specified

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

Part I

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| 1. MINUTES | |
| 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 Services Policy & Performance Board

DATE: 3rd March 2015

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 Services Policy and Performance Board
DATE: 3rd March 2015
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.

Extract of Executive Board Minutes relevant to the Corporate Policy and Policy and Performance Board

11 December 2014

RESOURCES PORTFOLIO

EXB107 DISCRETIONARY NON DOMESTIC RATE RELIEF

The Board considered a report of the Strategic Director, Policy and Resources, on four applications for discretionary non-domestic rate relief.

The Board was advised that, from 1 April 2013, there had been significant changes in the funding of non-domestic rate relief exemptions, following the introduction of the Business Rates Retention Scheme. This meant that the Council now funded 49% of any award of mandatory or discretionary rate relief granted, whereas previously all mandatory relief awards were met in full by the Government.

The report set out the details and values for each request for Members' consideration. Appendix 1 contained information on the costs of each application to the Council Taxpayer.

RESOLVED: That

- 1) Discretionary Rate Relief be granted to the following organisations at the percentage indicated, for the period from 1 April 2014 (or commencement of liability, whichever is the later) to 31 March 2016:-

| | |
|--------------------------|-----|
| Halton and St Helens VCA | 20% |
| Lane Tennis Club Ltd | 20% |

- 2) in respect of the following organisation, Discretionary Rate relief be granted for the backdated element at the percentage indicated, for the period 1 April 2010 (or commencement of liability whichever is the later):-

| | |
|----------------------|-----|
| Lane Tennis Club Ltd | 20% |
|----------------------|-----|

- 3) under the provisions of Section 47, Local Government Finance Act 1988, the following

Strategic Director
- Policy &
Resources

application for Discretionary Rate Relief be refused:-

Brook Young People 20%

and

- 4) the request for Discretionary Rate Relief from Wellbeing Enterprises CIC be refused as the Council has not to date provided discretionary relief to Community Interest Companies and given the Council's current financial position would not wish to add CICs to the category of organisations it provides discretionary relief to, particularly as it would be shortly embarking on a review of all existing discretionary reliefs given.

EXB111 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

- (1) whether Members of the press and public should be excluded from the meeting of the Board during consideration of the following item of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and
- (2) whether the disclosure of information was in the public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That as, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following items of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt

information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

COMMUNITY AND SPORT PORTFOLIO AND RESOURCES PORTFOLIO

EXB112 UPDATE ON THE DISPOSAL OF LAND FOR HOUSING DEVELOPMENT AT LIVERPOOL ROAD WIDNES

The Board considered a report of the Strategic Director, Children and Enterprise, which provided an update on the proposed disposal of development land at Liverpool Road, Widnes.

The Board was reminded that it had approved a proposal for the disposal of the site in September 2013. It was reported that in July 2014, the Board had approved the disposal of land to a named developer following an open market sale process.

Details of a revised offer, heads of terms and a site plan were attached to the report for Members' consideration.

RESOLVED: That

- 1) the disposal of the site to the company named in the report at the value specified, subject to planning permission and subject to contract, be approved; and
- 2) the operational Director, Economy, Enterprise and Property, be authorised to arrange all required documentation, to be completed to the satisfaction of the Operational Director, Legal and Democratic Services.

Strategic Director
- Children and
Enterprise

15 January 2015

LEADER'S PORTFOLIO

EXB114 DRAFT CORPORATE PLAN 2015-2018

The Board considered a report of the Strategic Director, Policy and Resources, which sought approval for the design and content of the new Corporate Plan.

The Board was advised that the Corporate Plan set out the Council's vision and values as well as its contribution

to the delivery of the Sustainable Community Strategy (SCS) 2011-16. It was noted that the current Corporate Plan would end in April 2016, and a new approach was proposed so that the new plan would be a clear and simple reference document which set out the Council's overall aims, vision and values, but with the operational details and performance issues contained within the Directorate Business Plans and Performance Framework. The Board was advised that this approach would improve clarity of the Plans' purpose, reduce duplication with other strategic documents and communicate the core purpose and values of the organisation.

The draft Corporate Plan, attached at Appendix 1, was based around five strategic themes which contributed to the Borough's five strategic priorities, as set out in the report. There was also an additional Council theme incorporated – Corporate Effectiveness and Business Efficiency – which underpinned and supported the achievement of the five strategic themes. Members noted that the draft plan identified a new set of corporate values called 'The Halton Way'. These included co-operative working, managing demand, locality and business approaches, and set out the operating culture of the Council. It was reported that this was based on both current ways of working as well as the increasing need for the Council to respond to future challenges and opportunities so as to manage demand and build more resilient communities.

RESOLVED: That Council be recommended to

- 1) approve the draft 2015-18 Corporate Plan; and
- 2) support the production of an annual report each year based on the Corporate Plan, highlighting the Council's key achievements and issues.

Strategic Director
- Policy &
Resources

RESOURCES PORTFOLIO

EXB116 DIRECTORATE OVERVIEW REPORTS - QUARTER 2

The Board considered a report of the Strategic Director, Policy and Resources, on progress against key objectives/milestones and performance targets for the second quarter to 30 September 2014.

The Board was advised that the Directorate Performance Overview Report provided a strategic summary of key issues arising from performance in the relevant quarter for each Directorate, being aligned to Council

priorities or functional areas. The Board noted that such information was key to the Council's performance management arrangements, with the Board having a key role in monitoring performance and strengthening accountability.

It was reported that Directorate Risk Registers had been reviewed and refreshed in conjunction with the development of Directorate Business Plans 2014-17; monitoring of high risks was reported this period.

RESOLVED: That the report and progress and performance information be noted.

REPORT TO: Corporate Services Policy and Performance Board
DATE: 3rd March 2015
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, 10 December 2014 at the Karalius Suite, Halton Stadium, Widnes

Present:

| | | |
|-----------------------|---------------------|-------------------------------------|
| Board Members: | David Parr | HBC (Chairman) |
| | Simon Banks | Halton Clinical Commissioning Group |
| | Gemma Batchelor | DWP |
| | Sarah Boycott | Cheshire Police |
| | Jeremy Duff | Faith Communities |
| | Councillor Fry | HVA |
| | Mary Murphy | Riverside College |
| | Mick Noone | HBC Chair E&R SSP |
| | Eileen O'Meara | Director of Public Health |
| | Terry Parle | Halton Sports Partnership |
| | Noel Sharpe | HHT |
| | Christine Whittaker | Bridgewater NHS Trust |
| | Sally Yeoman | Halton & St Helens VCA |

Advisors to the Boards Shelah Semoff HBC Policy and Strategy

In Attendance:: L Derbyshire and Paul Garnett (HBC), Sue Molyneux (Halton Disability Partnership) and Hitesh Patel (CAB)

Apologies for Absence: Nick Atkin (HHT), Paula Cain (Chamber of Commerce), Councillor D Cargill (Cheshire Fire and Rescue Service), Sean Henshaw (Cheshire Police), Ann McIntyre (Children's Trust), Councillor Polhill (HBC Chairman), John Rigby (Orminston Bolingbroke Academy) and Wesley Rourke (HBC – Chair of ELS SSP)

7 APOLOGIES AND MINUTES

The Minutes of the meeting held on 10 September 2014, having been printed and circulated were signed as a correct record subject to the following amendment:-

Page 6, First bullet point – Mr Simon Bell being recorded as Mr Simon Banks.

8 SUSTAINABLE COMMUNITY STRATEGY (SCS) – 6 MONTH PROGRESS REPORT

The key partners each had a discussion on Halton Sustainable Community Strategy 2011 – 2026 in their areas in respect of: Children and Young People (Children's Trust), Employment Learning and Skills; Health and Wellbeing Board, Safer Halton and Environment and Regeneration,

In particular, the following points were noted:-

- In relation to Children and Young People (Children's Trust), Page 10, CYP 12 that future reports would contain a comparative figure. The positive direction of the targets was noted.
- In relation to Employment Learning and Skills, it was reported that a debate was taking place on the devolution of powers to the Greater Manchester area from central to local Government in England. It was noted that Halton Borough Council would consult with residents in the Borough before a view was taken and that a referendum may be required in the future.
- The Board noted the activities within the HWBB SCS in particular, the improvements in the breastfeeding rate; child poverty; the review of CAMMS; the work being undertaken to address cancer; obesity; mental health; bullying and alcohol abuse.

It was noted that there had been a delay in data on HH4 – admissions which are wholly attributable to alcohol AAF+1, rate per 1000,000 population.

Mr Simon Banks (CCG) reported that work was being undertaken with the Director of Public Health in respect of weight management as it was being devolved to the GPs from NHS England. It was highlighted that it represented a potential financial risk if appropriate pathways were not in place.

He reported that a strategy for GP services in the Borough would be completed in January 2015. The strategy represented a 3-5 year plan on how to redesign GP practices to establish consistency throughout the Borough.

Furthermore, it was reported that NHS England were delegating responsibility to the CCG without additional resources in respect of the three levels of commissioning GP services. Discussions were taking place and bids had to be submitted by January 2015, which was a very short timescale;

- In relation to Safer Halton the Board noted the activities within the Safer Halton SCS in particular, the missing from home numbers; child sexual exploitation; the new tools and powers to address nuisance and anti-social behaviour in the Borough; the D1 Group and the action that had been taken. It was reported that four further arrests had taken place in relation to the shooting in October and that the Police and Crime Commissioner (PCC) were looking at the perpetrator programme across the County and had allocated funding to the IDEA scheme so that it could be extended.

After considerable discussion on child exploitation (CSE) and the numerous agencies involved in addressing this issue, it was agreed that the Board would consider a report on this matter at the March meeting. It was reported that CSE had also been considered by the Children's Board and the Health and Wellbeing Board. In addition, Members were also receiving a presentation on CSE prior to the Council meeting later today. The Chief Executive reported that Halton Borough Council had also undertaken a full review of services with a focus on CSE in which the outcomes would be available in the new year and that HBC were currently receiving an Ofsted Inspection. Furthermore, it was reported that a virtual team was being developed and on 17 December 2014 the PCC was meeting with Cheshire and Warrington Safeguarding Boards in order to share experiences and good practices.

A discussion took place on the valuable part that z cards played in addressing this issue and it was agreed that all Members of the Partnership would be issued with Z Cards.

The Chief Executive reported that at a previous meeting it had been agreed that he meet and Chair a group of voluntary sector representatives. It was reported that a positive meeting had taken place and the minutes would be circulated to Members of the Partnership in due course.

The Board agreed to the new style of agenda for future meetings.

- In relation to Environment and Regeneration it was reported that the objectives of the SSP had been refreshed and the performance indicators considered. The indicators, it was reported would be reduced and would be circulated to Members of the Partnership when they were ready. It was highlighted that Partners could be involved and contribute without having to attend the meetings. Partners were also invited to attend the SSP meetings and were encouraged to contribute so that the data would enable an accurate picture of what was being achieved collectively. It was also reported that if there was a particular issue, consideration could be given to establishing a specific task and finish group to address the problem i.e. a waste task and finish group had been established to identify how partners deal with their own staff and client group.

It was reported that Vegware, an eco friendly packaging and catering disposables company, had established bio degradable containers and utensils which could be put into compost and then the compost could be recycled into waste pellets. The containers kept food hot and they had saved a hospital in Bournemouth 70 % on landfill costs.

RESOLVED: That the report and comments raised be noted.

The Board received a series of presentations on the Welfare Reforms in their respective areas as follows:-

- Paul Garnett, HBC Benefits Manager and Shelah Semoff, HBC Policy Officer in relation to Halton Borough Council;
- Noel Sharpe, HHT Executive in relation to Housing providers;
- Hitesh Patel, Chief Executive of the Citizens Advice Bureau; and
- Sue Molyneux, Co-ordinator, Halton Disability Partnership.

After considerable discussion on the welfare reforms in respect of the gaps in the service and how they could be addressed; mental health issues and universal credit; the importance of identifying the real impact in the community and the power of partnership working, it was agreed that this matter would need to be a considered at a separate meeting with ideas emailed to Shelah Semoff

RESOLVED: That the presentations be received and noted.

Meeting ended at 11.50 am

REPORT TO: Corporate Policy & Performance Board

DATE: 3rd March 2015

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Business Planning 2015-2018

WARDS: Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1. To provide an update on Business Planning for the period 2015-18 and to consider the Directorate priorities, objectives and targets for service areas that fall within the remit of this Board.

2.0 RECOMMENDED: That 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. The input of the Policy and Performance Boards 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 autumn 2014.
- 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.
- 3.5 Given the remit of this Board relevant extracts from the Communities Directorate and the Policy & Resources Directorate Business Plans are now available for consideration by the 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 2015.

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 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 during 2015 - 16.

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 and the annual review and refresh of Directorate Risk Registers.

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.



Directorate Plan

Directorate Plan Extracts

April 2015 to March 2018

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1.0 Foreword from Strategic Director

Foreword from Strategic Director (Policy and Resources)

Like all parts of the Council the period of this plan, like the previous one, is likely to be the most challenging period the Directorate has faced, given the severe financial constraints the authority is working within. The Directorate will continue to play a key role in supporting and advising Members of the Council in making the difficult decisions they will inevitably have to make in order to deliver balanced budgets over the period of the Plan.

The Directorate contains a mixture of frontline and organisational support services. Both are equally important to providing first class services to the Halton's residents and businesses. The purpose of this plan is to identify and communicate what the Directorate seeks to achieve within the resources made available to it.

The Directorate has a good track record both of meeting its financial targets and delivering on its objectives. Such achievements reflect the hard work and dedication of the excellent staff that I have the daily pleasure of working with and the support that the Directorate receives from the Elected Members of the Council.

The Directorate we will continue to maximise the value of the resources that it has at its disposal and target them toward the delivery of the Council's agreed priorities.

I continue to take pride in the work done by the Directorate and I am confident that we will achieve the objectives outlined in this plan.

Jan Leivesley

Strategic Director
(Policy and Resources)

2.0 Introduction

The Policy and Resources Directorate provides a broad range of services which include both business support and public facing services with each having a pivotal role in maintaining a sustainable organisational infrastructure and the provision of key community services such as transport and public health.

Each of these facets of the Directorates work are equally important as without effective arrangements to manage, for example, organisational Human Resources, ICT Infrastructure, and Financial management, the Council could not operate or function effectively as an organisation.

This Plan is one part of a comprehensive planning and performance management framework that the Council has in place to ensure that the services which it provides on a daily basis have clear links to the Council's longer-term strategic priorities. It also provides the means by which the activities each of the discrete business areas of the Directorate can be regularly monitored to determine what progress is being made, what successes are being achieved and where further intervention or a reallocation of resources may be necessary.

This plan is not intended to describe in detail every aspect of the day to day work of each Department but rather it highlights those key areas of activity that will be the focus of attention in the medium-term. It is supported by the day to day activities and interactions of dedicated staff and the ongoing allocation of time and resources in meeting business and community needs. Its development is also informed and supported by local and national research and intelligence and evidence concerning key community and business related issues.

The Plan has been developed as an operational tool which will be used to deliver the long-term strategic objectives and priorities that the Council has identified and takes account of the national and local context in which the Council operates and the resources which are available to it. It is intended to be a key reference document for Elected Members, staff in the Directorate, partner agencies and the wider public.

The Plan reflects the Directorates support of the commitments that have been identified within other key strategic documents including:-

- The Sustainable Community Strategy for Halton 2011 – 26
- The Council's Corporate Plan 2011 – 16.
- The Health and Wellbeing Strategy.

The Directorate remains committed to improving outcomes, as an organisation and in partnership, through the effective management of resources and through maintaining a well-trained, motivated and committed workforce.

3.0 Key Messages

Finance

In setting the budget for 2014/15 the Council faced a funding gap of £15m 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) 2015-18 identifies further budget funding gaps of £19m in 2015/16, £22m in 2016/17 and £10m in 2017/18. 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.

Given the scale of budget reductions required, particularly in 2016/17, work will commence shortly to identify required savings for 2016/17 onwards.

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.

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 2013/14 accounts a clean bill of health and there are sufficient balances and reserves to meet known risks.

The cost of Children in Care is significantly overspending the budget and is forecast to continue to do so over coming years. This will put extreme pressure upon the Council's finances at a time when significant budget reductions are also having to be made. Consideration is being given to how this situation might be managed during the coming year.

Human Resources and Learning and Development

The Division restructured last year, making some significant changes to both transactional processes and the way Learning and Development, in particular, is delivered. Progress has been made with more electronic processes such as E-Payslips and we have continued to provide training opportunities directly to staff as well as through members of the L&D Team working in partnership with colleagues in other Directorates to provide advice and assistance in the delivery of training for third parties including Foster Carers, school governors, partners etc.

As the Council continues to respond to imposed austerity measures, it is envisaged that a consequence of this will be a reducing workforce. Consequently 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. For the period January 2015 – March 2016, there is an improved voluntary redundancy scheme available to staff as we seek to minimise compulsory redundancies by offering voluntary exits. It is therefore particularly important that energies remain focussed upon maintaining the existing and constructive working relationships with key stakeholders including staff, Unions and Elected Members.

April 2015 sees a significant change to 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 and Administration Support Services

ICT and Administrative Support Services continues to place an emphasis upon the development of centrally based systems and resource solutions that maximise business impact and minimise present and future operating costs and overheads.

This work has resulted in a number of significant developments including;

The deployment of the authorities second data centre facility that will house new data storage and server based platforms that will compliment and replicate the municipal building data centre allowing over the next eighteen months as investment plans allow. This facility will not only replicate the authorities' data but application and desktop facilities creating faster and more stable access to key data sets and applications. This facility will enhance and further support the Halton Cloud Services platform that has now been in use for over two years, but also creating a business continuity platform that will ultimately provide fully active twenty four hour access to key applications.

In collaboration with Directorates, the deployment of Electronic Records Management and the development of new and improved central reporting systems based upon the SharePoint Access solutions in place linked to systems such as the “I Want” portals for Finance, ICT, Admin, Print and HR. Making services more accessible this initiative has had a significant impact in reducing staff time and duplication.

The service has also focused upon further developing opportunities for on-going income generation through the development of externally focused ICT applications. These opportunities include the development of a clouds-based solution for Schools, support to the Halton Clinical Commissioning Group, the Mersey Gateway Project and now the delivery of the Agresso Financial Management System within Sefton Metropolitan Borough Council.

In order that ICT can be used to maximum effect the service has also delivered a broad range of training surgeries for staff and the continued emphasis on the use of electronic documents has resulted in a considerable reduction in the use of printed material and associated costs such as a reduction in the number of printers required.

The Council continues to maintain Public Services Network Compliance which meets security requirements and has undergone 4 external audits in 2014. This is a significant investment and demonstrates the Councils on-going commitment to maintaining a secure electronic environment and supports the authority’s on-going Information Governance arrangements.

Work continues to develop upon the success of the new Records Management Unit through the recording and scanning of hardcopy material again expanding its use through external contractual arrangements with organisations such as the CCG and Sefton Council.

Legal and Democratic Services

Now that the construction phase of the Mersey Gateway Project is well underway, significant demands continue to be placed on the legal team, in terms of land acquisitions, contracts and employment issues. The Communications and Marketing team continue to play a vital role in raising awareness of progress and impact of the construction works.

The Liverpool City Region Combined Authority has been operating since April 2014. Halton has assumed responsibility for the scrutiny function, with substantial involvement from the Democratic Services Team.

The legal team must at all times ensure that the Council is given the benefit of the most accurate and up to date advice. Legislation continues to change quickly, placing high demands on the team.

The Legal section also continues to be at the forefront of the shared services agenda, with the Council's Monitoring Officer assisting Cheshire West and Cheshire Council in that role on an interim basis.

The continuing requirement to make considerable efficiencies across the Council not only significantly affects all staff in the Department in carrying out their business, but adds to the need for the Communications and Marketing team to ensure that Members, staff, stakeholders and public are fully apprised of changes.

The Customer Intelligence Unit continues to excel at information gathering, putting the Council in the best possible position to take vital decisions. It has continued to ensure marked improvement in making Council services accessible to all through the internet and social media.

The General and Local Elections will be managed by the Democratic Services section on 7th May 2015.

Policy, Planning and Transportation (Policy & Performance Extracts)

Corporate Policy

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, Social Value), sector led improvement initiatives and external influences from the Local Enterprise Partnership and Combined Authority. This role will be particularly critical in responding to any policy and legislative changes arising from the General Election in May 2015 having a corporate wide impact.

Planning Policy (Development Plan)

Planning issues continue to have a high profile nationally with housing supply, green belt and renewable energy hitting the headlines, together with changes to permitted development rights affecting shops, offices and residential (extensions). National Planning Policy Framework (NPPF) and the National Planning Policy Guidance (PPG) continue to 'bed in' as best practice is emerging, raising issues for our work in Halton.

The priority for the Planning Policy Section is the replacement of the remaining sections of the Unitary Development Plan (UDP) which is 10 years old, and the identification of new development sites (allocations) to provide much needed housing and support the regeneration / urban renewal agenda.

Detailed work on the necessary supporting evidence base is progressing with the Local Centres and initial Green Belt Assessments out to consultation and work progressing or schedules on:

- Strategic Housing Land Availability Assessment (SHLAA),
- Allocations Site Assessments,
- Open Space Survey,
- Playing Pitch Assessment 2015 and Indoor Sports Facilities Assessment

In addition specialist studies / advice will be commissioned on housing requirement (Strategic Housing Market Assessment - Objectively Assessed Need), economic futures and retail (Retail Needs Assessment)

Work is also progressing on the development of a Community Infrastructure Levy (CIL) charging schedule, which if adopted will levy a charge on qualifying development to fund identified infrastructure.

Extracts from Children & Enterprise Directorate Plan - Property Services

Carbon Management

The council has achieved a 12.38% carbon reduction since the 2006/07 baseline year and a 10.61% reduction since 2010/11 as such the reduction target has been met within a 3 year period as opposed to 5. Carbon emissions associated with corporate sites have been reduced by 27.71%.

Additionally as part of the environmental sustainability and cost-reduction agenda the Council has actively managed its utility consumption. For example 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.

Asset Management

The Council has continued to adopt a proactive approach to maximising the value and efficiency of its physical assets in relation to both revenue generation and cost minimisation.

This includes the refurbishment and upgrading of building such as Lowerhouse Lane and Picow Farm Road Depots and the demolition of obsolete buildings such as the former Moor Lane Business Centre to make way for additional health centre parking facilities.

Additionally new Visitors Centre at Runcorn Hill Park and the Sports Pavilion at the former ICI Recreation site in Widnes are both scheduled for completion by the end of April 2015.

The Council also continues to exploit opportunities to generate revenue streams through the use of Service Level Agreements and, for example, currently provides Repairs and Maintenance Services and Cleaning Services to 40 schools and 35 schools respectively.

The active implementation of agile working arrangements continue and during 2014 – 15 a framework for the development of an Agile Working Policy was agreed and is being taken forward. This will support the Councils business continuity arrangements, including those that will arise during the period of the Mersey Gateway Project being delivered.

The office accommodation rationalisation programme has now been running for a number of years and has resulted in a decrease in office accommodation from 21,362m² across 12 buildings in 2007 to 10,800m² in January 2015. This has resulted in financial savings of approximately £4M over the period.

The Council's investment estate continues to perform well with over 93% of the Industrial Estate and 94% of Commercial estate being occupied and given the proactive collection of rents current arrears levels of less than 0.5%.

Town Centres

Work continues with the Council's Arts Development Team to deliver a programme for Runcorn Old Town and the Council has awarded £86, 000 to owners and occupiers of shops in Widnes and Runcorn town centres to support physical and environmental improvements.

The Council also continues to support a number of regenerative town centre events such as the Runcorn Christmas Festival, World War One anniversary events, Love Your Local Market and Runcorn Street Festival.

Extracts from Communities Directorate Plan – Stadium, Catering and Registration Services

Introduction of the Government's 'Universal Infant Free School Meals' in state-funded schools from September 2014, has been implemented across Halton resulting in a significant increase in service delivery. The Directorate has conducted a recruitment drive to achieve delivery of the service and needs to monitor resourcing of the initiative. The longer term impact of this initiative is sustained health benefits as well as influencing educational attainments. Within Halton, as a result of high deprivation, the scheme is likely to have a significant impact on the community.

The collection of school dinner money is an extremely time-consuming task. The cash, once collected from the children, is collected by a security company and taken to the bank. Officers also have to spend time reconciling the money which has been received in the Council's account. During 2014 trial of a new system called "All Pay" took place in four schools. It is hoped that this new system will reduce time and cost. "All Pay" works through payments for school meals using the internet, a mobile phone or at a Paypoint. A full and thorough evaluation of the trial is to take place with a view to extending the scheme if it proves to be effective.

Halton's statutory Registration Service has set an aim of maximising revenues (through increased marketing, promotion and customer choice) and reducing costs (through increased efficiency, process improvement and cost recovery).

Underpinned by core values of innovation, professionalism and provision of high-quality value-for-money services, the small team has developed a vision to become *"a vital service that touches everyone in Halton during their lives"* and a mission *"to provide an efficient personal and professional service"*. The Service has implemented a radical service improvement programme particularly on its systems and processes which has, since 2010, provided year-on-year increases to its income.

4.0 Factors affecting the Directorate

Finance

The Council will continue to face significant budget reductions. As well as needing to find £19m in 2015/16 a further £32m of budget reductions will be needed in the following two years. The Council is faced with cutting 47% of its budget over the next three years. Government grant funding for Halton has now been reduced by a total of £46m (45%) between 2010/11 and 2015/16.

The Business Rates Retention Scheme, whereby councils retain 49% of the business rates generated in their area, has been in operation for two years. This means that economic development and regeneration leading to the generation of business rates income, is now essential for the funding of all the Council's services.

The roll out of the Government's welfare reform programme continues to put increased pressure upon the Revenues, Benefits and Customer Services Division. This will continue during the coming year with the implementation by the Department for Work and Pensions of Universal Credit within Halton.

There will be greater integration of Health and Social Care services from 2015/16 with the implementation of the Better Care Fund, for which additional Government grant funding has been received. Preparations for this major change in service delivery and funding have been undertaken during the past twelve months. Further service changes will be implemented from 2016/17 which will have significant financial implications, however, it is not yet clear whether additional Government grant funding will be provided to meet these costs.

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 Crossings Board Limited is now managing the construction and operation of the Mersey Gateway Bridge and the Department is supporting their work. The Council has undertaken significant borrowing to fund its capital contribution towards the construction cost of the bridge. The repayment of this borrowing will be fully funded from toll revenue income, 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.

Human Resources and Learning and Development

There have been a number of Employment Law changes such as Shared Parental Leave and the Division will ensure that the Council responds appropriately and has sound and robust policies' and procedures in place to reflect changes in legislation.

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.

ICT and Administrative Support Services

In light of on-going financial constraint it is inevitable that there will be a continued demand for administrative and technical resources and that ITC will need to be exploited as fully as possible as new and innovative ways of working continue to emerge.

As a result the Council's strategy during the life of this plan will be continue to focus upon the centralisation of management systems, consistent with Directorate needs, in order to reduce overheads and to exploit further the potential for income generation through the active marketing and externally focussed development of ICT provision.

Key components of the strategy will be taken forward during the period of the business plan which will include the following areas of work.

Data centre improvements and the development of the second data centre facility will predominantly become the focus over the following 2 year cycle as the facilities are linked and become highly resilient whilst improving access facilities and bringing enhanced and innovative user based access solutions.

The upgrade of Schools Networking together with the continued delivery of an enhanced Virtual Learning Environment into all schools will further enhance the quality of provision to the education sector, both within Halton and commercially.

Additionally the wider implementation of the Halton Cloud Computing Platform and the development of the extranet data sharing and access arrangements will continue in order to maximise income generation opportunities and further support the delivery of holistic and integrated services to the community.

In addition to extending the capacity of the I-Want portals the website developments will continue within the new SharePoint 2013 Platform and the ever expanding second data centre at Picow Farm Road, which will strengthen the Council's ICT infrastructure resilience and business continuity, will be used as an Active/Active delivery platform.

Policy, Planning and Transportation (Policy and performance Extracts)

Policy & Development Services

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

Reducing budgets, combined with factors such as demographic change, increased demand and new government policy mean that there is an increasing focus on the principles arising from the Governments Open Public Services agenda of:

- Choice – to give choice to individuals wherever possible and, where direct choice is not possible, to give control to elected representatives.
- Decentralisation – power should be devolved to the lowest possible level.
- Diversity of providers – public services should be open to competition from a range of providers of different sizes and sectors.
- Fairness – ensuring fair access.
- Accountability – public services which are held to account by citizens and elected representatives

These principles set the tone of a range of policy initiatives and legislation emerging from the current government administration.

Joint-working in the Liverpool City Region continues to move forward through the Combined Authority for Greater Merseyside are further implemented and discussed. The devolution agenda is also likely to be a key feature of debate for the forthcoming General Election, with new powers for regions being anticipated as a result.

Planning Policy

Planning reforms continue to be proposed by Government, and may depend on the outcome of the General Election. Proposals being discussed include requiring the establishment of Local Development Orders (LDOs) to permit housing on 90% of suitable brownfield land, with Councils failing to established these LDOs being placed in 'Special Measures'. If introduced, this would divert significant resources from producing the Local Pan and impact on Development Management fees income.

Extracts from Children & Enterprise Directorate Plan - Property Services

Given the on-going fiscal climate there is a need for agile working arrangements to be constantly reviewed and good practices embedded in order to ensure that the Council minimises its office accommodations costs as far as possible.

In taking this agenda forward the Council will also need to consider alternative methods of property provision and fully investigate opportunities to minimise ongoing maintenance costs for example through the use of shared assets.

This approach will be complemented by the optimisation of capital and revenue receipts and a proactive approach to energy management and the minimisation of utility costs and emissions from Council buildings.

In addition to the management of its own assets the Council will also need to continue work in partnership, for example with the Energy Saving Trust, to develop opportunities for reducing emissions in the wider community.

5.0 Organisational Initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

5.1 Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development, and employment practices. This commitment is reflected in a range of policies, strategies, and other framework documents and practices that underpin the work of the Council through its day-to-day operational activities.

The Council's [Single Equality Scheme](#) sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness, and creating and promoting a social environment in which people can work, learn, and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures, and practices through the use of a Community Impact Review and Assessment process.

The Public Sector Equality Duty requires the authority to publish equality information annually and the progression of equality-related issues will be monitored through this process.

5.2 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 organisation 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 for 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 GHG emissions figure for 2011/12 was 23,917 tonnes CO2 which was a 7.3% reduction on the 2010/11 figure. This total figure breaks down as follows:-

| | |
|---------------------|-------------------------------|
| Corporate buildings | - 7505 tonnes CO2 (estimated) |
| Schools | - 8393 tonnes CO2 (estimated) |
| Street lighting | - 6211 tonnes CO2 (estimated) |
| Vehicle fleet | - 1359 tonnes CO2 (estimated) |
| Business Miles | - 449 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

Linked to the development of the Affordable Warmth Strategy, which aims to raise awareness of fuel poverty and build on referral mechanisms, it is also intended to improve properties in terms of energy efficiency through appropriate insulation and improved heating systems, which will contribute to the Council's commitment to tackling Climate Change issues.

Eco-friendly solar panels at the Stadium are due to generate income of £12,000 a year for the Council as well as saving up to £3,000 a year in energy bills. The Council will benefit from income from the feed in tariff from the solar panels – 32.9 p for every kWh it generates income which will increase year-on-year in line with inflation. The total energy saving will be in the region of £75,000 over 25 years.

5.3 Risk Management

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified which will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities.

Each Directorate will maintain a Risk Register which will be reviewed and refreshed in conjunction with the annual budget setting and business planning process. Additionally the implementation of risk treatment measures will be monitored by the appropriate Strategic Director and reported through quarter 2 mid-year performance reports.

5.4 Arrangements for managing Data Quality

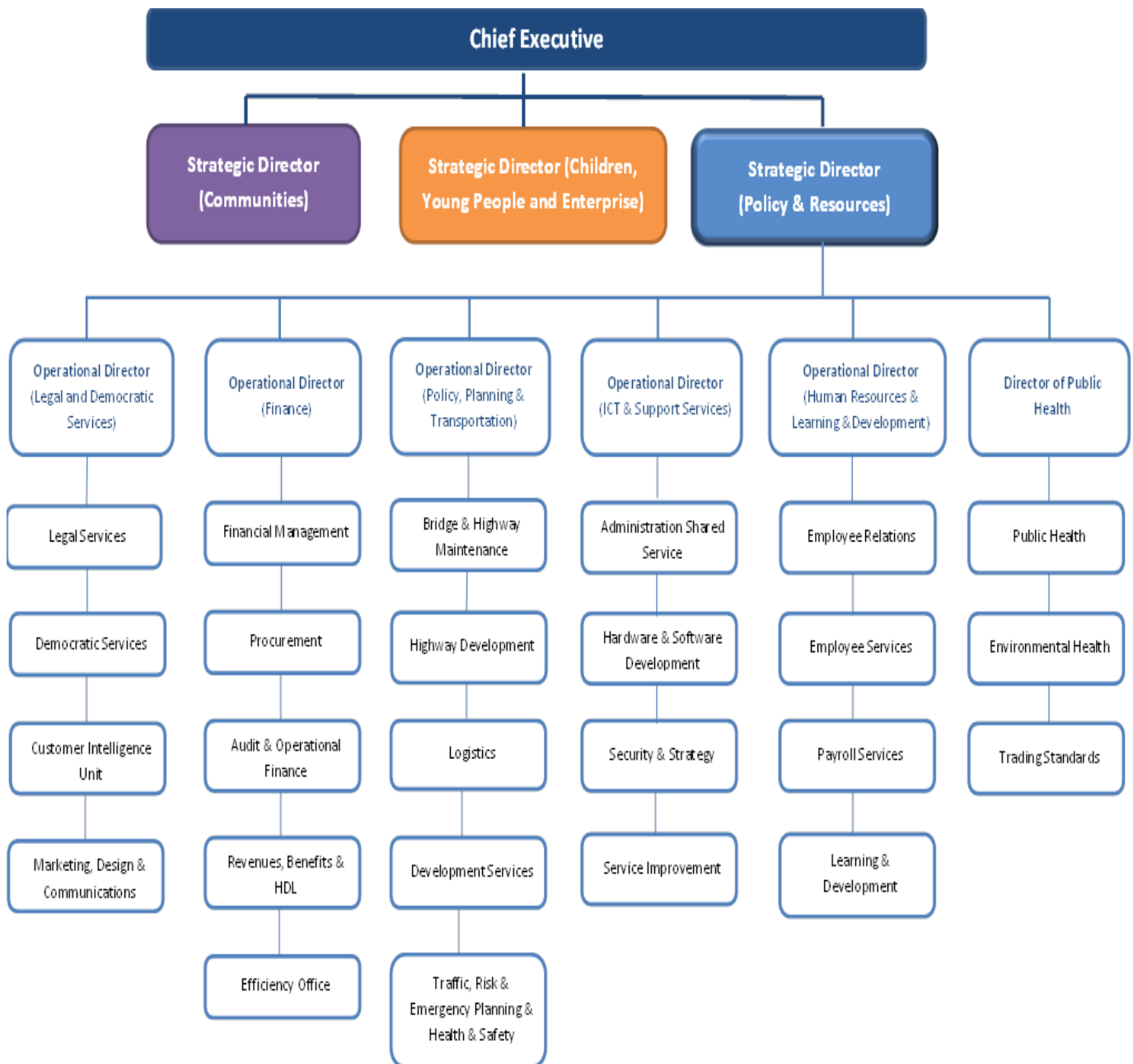
Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five key corporate objectives and establishes the key dimensions of good quality data i.e. that data is

| | |
|-------------------------|---|
| <i>Accurate:</i> | For its intended purpose; |
| <i>Valid</i> | By being consistently recorded and used in compliance with predetermined definitions and rules; |
| <i>Reliable</i> | By reflecting stable and consistent data collection processes; |
| <i>Timely</i> | By being made available as soon as possible after the activity or event and in line with organisational requirements; |
| <i>Relevant</i> | For the purpose intended; |
| <i>Complete</i> | In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible. |

6.0 Directorate Structure

The Policy and Resources Directorate comprises of the following six departments, each supported by a number of operational teams.



7.0 Resources

The current and on-going financial climate will continue to pose challenges and the Directorate will need to retain a focus upon minimising costs and overheads wherever possible. Below is a summary of those known or likely Departmental resource requirements that will arise during the life of this plan.

At the time of writing this plan there are no significant additional human resource, property or ICT requirements anticipated. The Directorate will continue to focus upon maximising the value and minimising the costs of the resources that it has at its disposal.

8.0 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.

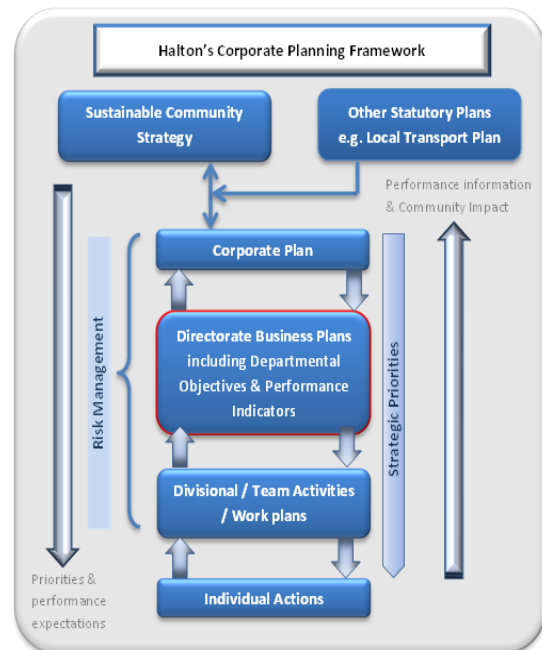
Such plans, and the Quarterly Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough 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 Councils 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** Finance
- 2** Human Resources and Organisational Learning & Development
- 3** ICT and Administrative Support Services
- 4** Legal and Democratic Services
- 5** Property Services (Extracts From Children & Enterprise Directorate Plan)
- 6** Stadium & Catering (Extracts from Communities Business Plan)

1. Finance – Objectives and Performance Indicators

| | | | |
|---------------------------------|---|--------------------------|--|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: FS 01 | Set the Revenue Budget, Capital Programme and Recommend Council Tax | | |
| 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 | | |
| 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 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Report Medium Term Financial Strategy to Executive Board November 2017 • Report to Council in March 2018 | | |
| Responsible Officer | Operational Director | Linked Indicators | |

| | | | |
|-------------------------------------|---|---|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: FD 02 | To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports | | |
| 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. | | |
| 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. | | |
| Milestone(s) (17 / 18) | <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 | Divisional Manager Financial Management | Linked Indicators |

| | | | |
|-------------------------------------|---|---|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: FD 03 | 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. | | |
| 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. | | |
| 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. | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2017. • Publish the Abstract of Accounts by 30th September 2017. | | |
| | Responsible Officer | Divisional Manager Financial Management | Linked Indicators |

| | | | |
|-------------------------------------|--|----------------------|--------------------------|
| Service Objective: FD 04 | Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy | | |
| 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. | | |
| 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. | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Establish Treasury Management Policy and report to the Council by April 2017. • 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: FD 05 | Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators. | | |
| 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. | | |
| 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. | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> Establish and report prudential indicators to Council in March 2017. 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: FD 06 | Provide an independent and objective opinion of the Council's control environment by evaluating its effectiveness in achieving the Council's objectives. | | |
| 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. | | |
| 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. | | |
| Milestone(s) (17 / 18) | <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 2017. | | |
| | Responsible Officer | Divisional Manager Audit & Operational Finance | Linked Indicators |

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|-------------------------------------|---|--------------------------------|--------------------------|
| Service Objective: FD 07 | Continue to identify and exploit the potential for further efficiency gains by enhancing the authority's approach to the procurement of goods and services. | | |
| 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 | | |
| 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 | | |
| Milestone(s) (17 / 18) | <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 | Divisional Manager Procurement | Linked Indicators |

| | | | |
|-------------------------------------|--|--|--------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: FD 07 | 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. | | |
| 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) | | |
| 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) | | |
| Milestone(s) (17 / 18) | <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 | Divisional Manager Efficiency Programme Office | Linked Indicators |

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |

Corporate Health

| | | | | | | | |
|----------|--|-------|--------|--|---------------------------|-----|-----|
| FS LI 01 | Receive an unqualified external audit opinion on the accounts. | Yes | Yes | | TBA | TBA | TBA |
| FS LI 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 | | TBA | TBA | TBA |
| FS LI 03 | Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit. | Yes | Yes | | TBA | TBA | TBA |
| FS LI 04 | Proportion of Council Tax that was due that was collected | 95.82 | 95.00+ | | TBA | TBA | TBA |
| FS LI 05 | The percentage of Business Rates which should have been received during the year that were received | 97.08 | 95.00+ | | TBA | TBA | TBA |
| FS LI 06 | Average time for processing new claims (Housing & Council Tax Benefit) | 15.18 | 17 | | TBA | TBA | TBA |
| FS LI 07 | Average time for processing notifications of changes in circumstances | 2.83 | 5.3 | | TBA | TBA | TBA |
| FS LI 08 | Achieve investment returns for the year higher than benchmark | 0.95 | 0.34 | | See footnote ¹ | | |

¹ NB – Targets to be determined annually post April following tracking of Interbank Bid Rate rate.

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

| | | | |
|------------------------|--|--|-------------------|
| Corporate Priority: | Corporate Effectiveness and 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> | | |
| Milestone(s) (15 / 16) | <ul style="list-style-type: none"> To adapt the service to accommodate the increasing number of external payrolls as a result of more schools becoming Academies September 2015 On-going enhancements to i-Trent system capabilities March 2015 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 | | |
| 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 | | |
| Milestone(s) (17 / 18) | <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 2018 Settle outstanding Equal Pay claims March 2018 | | |
| | Responsible Officer | | Linked Indicators |

Appendix 2 – Human Resources and Organisational Learning & Development

| | | | |
|----------------------------|---|--|--------------------------|
| Corporate Priority: | Corporate Effectiveness and 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> | | |
| 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 | | |
| 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 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Promote and take forward the delivery of actions identified within Corporate People’s Plan March 2018 • Review and refresh annual training calendar March 2018 | | |
| | Responsible Officer | | Linked Indicators |

Appendix 2 – Human Resources and Organisational Learning & Development

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |

Corporate Health

| | | | | | | | |
|-------------|--|-------|-----|-----|--|-----|-----|
| HRLD LI 01 | The number of working days / shifts lost due to sickness (Corporate) | 11.24 | 8.5 | TBA | TBA | TBA | TBA |
| HRLD LI 02a | Total FTE Establishment | 3,806 | N/A | TBA | These measures are being reported for information purposes only and the setting of targets considered inappropriate. | | |
| HRLD LI 02b | Total Staff (head count) | 5,055 | N/A | TBA | | | |
| HRLD LI 03 | Current advertised vacancies | - | N/A | TBA | | | |

Cost & Efficiency

| | | | | | | | |
|------------|--|----|----|-----|-----|-----|-----|
| HRLD LI 04 | % of training delegates attending as proportion of places reserved | 86 | 90 | TBA | TBA | TBA | TBA |
|------------|--|----|----|-----|-----|-----|-----|

Fair Access

| | | | | | | | |
|-----------|---|-------|-----|-----|-----|-----|-----|
| HRLD LI 6 | The percentage of top 5% of earners that are ² | | | | | | |
| | a) women | 55.47 | 50 | TBA | TBA | TBA | TBA |
| | b) from BME communities. | 2.80 | 1.5 | TBA | TBA | TBA | TBA |
| | c) with a disability | 0.68 | 8.0 | TBA | TBA | TBA | TBA |

² Performance targets for these measures take account of local demographic profiles

Appendix 2 – Human Resources and Organisational Learning & Development

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----------|---|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |
| HRLD LI 7 | No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce. | 1.49 | 10.0 | TBA | TBA | TBA | TBA |
| HRLD LI 8 | Minority Ethnic community staff as % of total workforce. | 1.13 | 1.0 | TBA | TBA | TBA | TBA |

3. ICT and Administrative Support Services - Objectives and Performance Indicators

| | | | |
|--------------------------------------|---|--------------------------|--|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: ICT 01 | Constantly evaluate and improve the usability, resilience, control and flexibility of the Council’s Data Communications Network, Hardware and Software Infrastructure. | | |
| 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 | | |
| Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Continued Enhancement of the virtualization platform to enhanced or new technologies March 2017 • Further development of Cloud Services Platform March 2017 • SharePoint and Records Management enhancements March 2017 • Continued Social Care Systems Service Support Programme March 2017 • OC and Desktop OS Replacement Programme March 2017 • Continued Lync Enhancement Programme March 2017 • Interactive Web Services Enhancement and further SharePoint Integration March 2017 • Further development of commercial ICT opportunity within desktop, hosting and DR provision March 2017 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Formal Review Cloud Platform for service provision and potential replacement in line with new technology developments March 2018 • Formal Review Hardware requirements for potential replacement in line with new technology developments January 2018 | | |
| Responsible Officer | | Linked Indicators | |

| | | | |
|--------------------------------------|--|----------------------------|------------------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: ICT 02 | The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal. | | |
| 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 | | |
| 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 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Continuing improvements, enhancements and potential commercial use of Cloud system - March 2018 • Continuing workflow implementation - March 2018 • Improvement and enhancement of all web based customer interfaces - March 2018 • Continued development of document management and distribution services - March 2018 | | |
| | Responsible Officer | DM – Hardware and Software | Linked Indicators ICT LI 06 |

Appendix 3 – ICT and Administrative Support Services

| | | | |
|--------------------------------------|--|------------------------------|------------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: ICT 03 | Constantly evaluate and improve the delivery of administrative services across the Council’s Corporate and Directorate requirement through the use of business re-engineering | | |
| Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2016 • Develop and enhance operational Records management Unit Services March 2016 | | |
| Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2017 • Develop and enhance operational Records management Unit Services March 2017 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Continual development of the I Want Admin Portal March 2018 • Develop and enhance operational Records management Unit Services March 2018 | | |
| | Responsible Officer | OD/DM – Admin Shared Service | Linked Indicators N/A |

| | | | |
|---------------------------|---|--------------------------|------------------------------|
| Service Objective: | Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability. | | |
| Milestone(s) (15 / 16) | <ul style="list-style-type: none"> • Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2016. • Further Development of I Want IT portal March 2016 • Further Internal Development of ICT Service Desk Software March 2016 | | |
| Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2017. • Further Development of I Want IT portal March 2017 • Further Internal Development of ICT Service Desk Software March 2017 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> • Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2018. • Further Development of I Want IT portal March 2018 • Further Internal Development of ICT Service Desk Software March 2018 | | |
| | Responsible Officer | DM – Security & Strategy | Linked Indicators N/A |

Appendix 3 – ICT and Administrative Support Services

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |

Corporate Health

| | | | | | | | |
|-----------|--|------|----|--|-----|-----|-----|
| ICT LI 01 | Average availability of the Council’s operational servers (%). | 99.9 | 99 | | TBA | TBA | TBA |
| ICT LI 02 | Average availability of the Councils WAN infrastructure (%). | 99 | 99 | | TBA | TBA | TBA |

Service Delivery / Quality

| | | | | | | | |
|-----------|---|-----|-----|--|-----|-----|-----|
| ICT LI 03 | % Of all calls received that were resolved at the Help Desk. | 84 | 65 | | TBA | TBA | TBA |
| ICT LI 04 | % Of all responsive repairs completed within 2 working days. | 94 | 80 | | TBA | TBA | TBA |
| ICT LI 05 | School Support SLA: % of calls responded to within <u>agreed</u> target*. | | | | TBA | TBA | TBA |
| | Priority 1 | 100 | 85 | | TBA | TBA | TBA |
| | Priority 2 | 100 | 90 | | TBA | TBA | TBA |
| | Priority 3 | 100 | 95 | | TBA | TBA | TBA |
| | Priority 4 | 100 | 100 | | TBA | TBA | TBA |
| ICT LI 08 | Average working days from delivery to completion of a new PC | 5 | 5 | | TBA | TBA | TBA |

Appendix 3 – ICT and Administrative Support Services

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----------|---|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |
| ICT LI 09 | Number of teams rolled out on CareFirst6 / Integrated Children’s System (ICS) | All | TBA ³ | | TBA | TBA | TBA |

³ Targets for 2013 onwards will be determined following the finalisation of future structural arrangement

4. Legal and Democratic Services - Objectives and Performance Indicators

| | | | |
|-------------------------------------|---|----------------------|--------------------------|
| 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 | | |
| Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Review constitution May 2015 | | |
| Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Review constitution May 2016 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> Review constitution May 2017 | | |
| | Responsible Officer | Operational Director | 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 | | |
| 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 | | |
| 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 | | |
| Milestone(s) (17 / 18) | <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 2017 | | |
| | Responsible Officer | Operational Director | Linked Indicators |

Appendix 4 – Legal and Democratic Services

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |

Corporate Health

| | | | | | | | |
|----------|---|-------------|--------------|--|-----|-----|-----|
| LD LI 01 | No. Of Members with Personal Development Plans (56 Total). | 54 (96%) | 56 (100%) | | TBA | TBA | TBA |
| LD LI 02 | Percentage of Members attending at least one organised Training Event. | 93% | 100% | | TBA | TBA | TBA |
| LD LI 03 | Average Time taken to issue prosecutions from receipt of full instructions (working days). | 10 | 10 | | TBA | TBA | TBA |
| LD LI 04 | Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days). | 20 | 20 | | TBA | TBA | TBA |
| LD LI 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 | | TBA | TBA | TBA |
| LD LI 06 | Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information. | 158 | N / A | | TBA | TBA | TBA |
| 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 | 31 | N / A | | TBA | TBA | TBA |
| 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% | | TBA | TBA | TBA |
| LDLI 09 | % Of those eligible casting a vote in local elections. – For information | N / A | N / A | | TBA | TBA | TBA |

Appendix 4 – Legal and Democratic Services

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|---------|---|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |
| LDLI 10 | % Of completed form A's (register of voters) returned | 87% | 90% | | TBA | TBA | TBA |
| LDLI 11 | % satisfaction with Inside Halton | 95% | 93% | | TBA | TBA | TBA |

5. Policy, Planning & Transportation - Objectives

| | | | | |
|--------------------------------------|--|----------------------------------|--------------------------|----------------|
| Corporate Priority: | Environment and Regeneration | | | |
| Service Objective: PPT 02 | 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. | | | |
| Milestone(s) (15 / 16) | <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 2016 | | | |
| Milestone(s) (16 / 17) | <ul style="list-style-type: none"> • Adopt the Delivery and Site Allocations Local Plan (DALP) March 2017 | | | |
| Milestone(s) (17 / 18) | <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 |

6. Economy and Enterprise Directorate - Property Services Extracts

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----------------|------------------------------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |
| DIS LI01 | Occupancy of HBC Industrial Units | | | TBA | TBA | TBA | TBA |
| DIS LI02 | Occupancy of Widnes Market Hall | | | TBA | TBA | TBA | TBA |
| NI 185 / 194 | Greenhouse gas emissions (GHG) | | | | | | |
| EEP 01 | Average unit cost per workstation. | | | | | | |

7. Communities Directorate –Stadium and Catering extracts

| | | | |
|---------------------------------|---|----------------------|----------------------------------|
| Corporate Priority: | Corporate Effectiveness & Business Efficiency | | |
| Service Objective: CE 02 | Increase the community usage of The Select Security stadium and to maintain and improve the health of Halton residents | | |
| Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). January 2016 | | |
| Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). January 2017 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). January 2018 | | |
| | Responsible Officer | Operational Director | Linked Indicators CE LI 2 |

| | | | |
|---------------------------------|--|--------------------------|--|
| Corporate Priority: | A Healthy Halton | | |
| Service Objective: CE 03 | Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating. | | |
| Milestone(s) (15 / 16) | <ul style="list-style-type: none"> Deliver a promotion and educational campaign (AOF 1) September 2015 and January 2016 | | |
| Milestone(s) (16 / 17) | <ul style="list-style-type: none"> Deliver a promotion and educational campaign (AOF 1) September 2016 and January 2017 | | |
| Milestone(s) (17 / 18) | <ul style="list-style-type: none"> Deliver a promotion and educational campaign (AOF 1) September 2017 and January 2018 | | |
| | Responsible Officer | Schools Catering Manager | Linked Indicators CE LI 1,3,6,7,8,9,14,15 |

Appendix 6 – Public Health and Public Protection

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|-----|-------------|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |

Cost & Efficiency

| | | | | | | | |
|---------|---|-------|-------|-----|-----|-----|-----|
| CE LI 1 | No. of meals served versus hourly input of labour (Previously SH1). | 10.51 | 10.00 | TBA | TBA | TBA | TBA |
|---------|---|-------|-------|-----|-----|-----|-----|

Fair Access

| | | | | | | | |
|----------------|--|---------------|----|-----|-----|-----|-----|
| <u>CE LI 2</u> | Diversity – number of community groups accessing stadium facilities (Previously CE LI 4 [13/14], SH4). | Not Available | 15 | TBA | TBA | TBA | TBA |
| CE LI 3 | Number of catering staff achieving a formal qualification (Previously CE LI 5 [13/14], SH5). | Not Available | 25 | TBA | TBA | TBA | TBA |

Service Delivery

| | | | | | | | |
|----------------|--|--------|-------|-----|-----|-----|-----|
| <u>CE LI 6</u> | % Take up of free school meals to those who are eligible - Primary Schools (Previously CE LI 8 [13/14], SH LI 8a). | 85.12% | 85% | TBA | TBA | TBA | TBA |
| <u>CE LI 7</u> | % Take up of free school meals to those who are eligible - Secondary Schools (Previously CE LI 9 [13/14], SH8b). | 75.81% | 72.5% | TBA | TBA | TBA | TBA |
| CE LI 8 | Take up of school lunches (%) – primary schools (Previously CE LI 10 [13/14], NI52a). | 52.12% | 55% | TBA | TBA | TBA | TBA |

Appendix 6 – Public Health and Public Protection

| Ref | Description | Halton 13/14 Actual | Halton 14/15 Target | Halton 14/15 Actual | Halton Targets | | |
|---------|---|---------------------------|---------------------------|---------------------------|----------------|-------|-------|
| | | | | | 15/16 | 16/17 | 17/18 |
| CE LI 9 | Take up of school lunches (%) – secondary schools (Previously CE LI 11 [13/14] NI52b) | 55.22% | 55% | TBA | TBA | TBA | TBA |

Quality / cost

| | | | | | | | |
|----------|---|---------------|-----|-----|-----|-----|-----|
| CE LI 14 | Food cost per primary school meal (pence) (Previously CE LI 20 [13/14], SH6a) | Not available | 76p | TBA | TBA | TBA | TBA |
| CE LI 15 | Food cost per secondary school meal (pence) (Previously CE LI 21 [13/14], SH6b) | Not available | 94p | TBA | TBA | TBA | TBA |

REPORT TO: Corporate Policy and Performance Board

DATE: 3 March 2015

REPORTING OFFICER: Strategic Director Policy and Resources

SUBJECT: Topic Groups 2015/16

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to seek Members' views in relation to the formation of Topic Groups for 2015/16.

2.0 RECOMMENDATION: That Members provide guidance on their approach to Topic Group formation for 2015/16.

3.0 BACKGROUND

3.1 Policy and Performance Boards have the ability to form Topic Groups on areas on which they wish to carry out in depth reviews. The only restriction that exists is that the organisation needs to have the capacity to support them effectively.

3.2 At present, this PPB already has two Topic Groups ongoing. One which oversees the operation of the Council's Discretionary Support Scheme, which has been highly effective and provided significant guidance to the Executive Board and Officers, in relation to the delivery of that extremely important service.

3.3 The other Topic Group relates to the review of Fees and Charges. A major piece of work that it is still in its infancy but will undoubtedly pick up pace and require significant Member and Officer commitment.

3.4 It is felt that both Topic Groups are important to continue and would provide a sufficient work programme for Members through the next Municipal Year.

3.5 The views of Members are requested.

4.0 POLICY IMPLICATIONS

4.1 The formation to Topic Groups allows Members to carry out in depth reviews of key areas of Council policy and to form recommendations to the Executive Board. An important part of the role of Scrutiny.

5.0 OTHER IMPLICATIONS

5.1 It is important when forming Topic Groups to ensure that the organisation has the capacity to support them effectively.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 It is important that Topic Groups are focused on the Council's priorities.

7.0 RISK ANALYSIS

7.1 There are no risks associated with this report.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no equality and diversity issues associated with this report.

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

9.1 None.

REPORT TO: Corporate Policy and Performance Board

DATE: 3rd March 2015

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Performance Management Reports for Quarter 3 of 2014/15

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To consider, and to raise any questions or points of clarification, in respect of performance management for the third quarter period to 31st December 2014.
- 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

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 third 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 2014 to 31st December 2014**

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 2014/15 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2. Key priorities for development or improvement in 2014-17 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:-

Finance

- a) The Medium Term Financial Strategy (MTFS) was considered by Executive Board on 20th November 2014, which set out an expected funding gap of up to £42m over three years (2015-2018) and the key assumptions upon which this was based. The Council's 2015/16 base budget has been prepared within the framework of the MTFS.
- b) The Government announced the Local Government Finance Settlement on 18th December 2014 which provided details of the provisional Settlement Funding Assessment for Halton for 2015/16. Overall the settlement inclusive of specific grants was broadly in-line with that forecast as part of the MTFS. As outlined in the MTFS this will require budget savings of 19m to be achieved. No indicative funding announcements have been made for the years post 2015/16. A Comprehensive Spending Review is expected in summer 2015 which will outline Government public spending plans for the following 2-3 years.

- c) On 20th November 2014 Executive Board recommended initial 2015/16 budget reductions of £11.3m which approved by Council on 10th December 2014. Many of these budget proposals can be implemented immediately and will contribute to keeping spend within budget for the current financial year.
- d) In October 2014 the benefits service started to receive Real Time Information Referrals from the Department of Work and Pensions. Cases are referred where Housing Benefit claimants have failed to declare, or under-declared, earnings or private pension payments. The number of cases is around 60 per month and they are being examined and overpayments are being raised for recovery where appropriate. In general the processing of HB claims and changes of circumstances remains amongst the highest in Merseyside and Greater Manchester at 14 days and 3 days respectively.
- e) The Unannounced OFSTED Inspection of Children's Social Care took place in December 2014 and as first point of Contact for Children's Safeguarding the Contact Centre processes and staff were also examined. The initial feedback on the Contact Role is extremely positive indicating that staff were professional and knowledgeable and had a clear understanding of safeguarding thresholds.
- f) The significant reforms to Welfare Benefits continue to result in a high demand for advice and the outcomes achieved by the Welfare Rights Team at tribunal continue to be extremely positive. Not with standing this delays in the processing of claims by government departments continue to cause hardship for residents.
- g) The Council has been successful in a joint bid to secure funding from the DCLG for a Counter Fraud Analyst post. The post will undertake proactive forensic analysis, investigation and awareness-raising in areas identified with a high risk of fraud across the four Cheshire local authorities. A recruitment process for the post is currently underway.
- h) The Finance Support Team is providing assistance to system users in advance of an upgrade to the Agresso finance system which is due to become live in January 2015.
- i) Schools are to be given the opportunity to have direct access to the Agresso system under the new Finance Service Level Agreement. This development will allow schools to have real-time access to the latest budgetary information and will also streamline the process for paying school invoices. Full training is to be provided to each school that buys into the Finance SLA.
- j) Since April 2013 the Council has handled all pre-litigation Public Liability (PL) & Employers' Liability (EL) claims in-house up to the value of £25,000. This arrangement has delivered a substantial saving on claims handling costs and assists the defence of claims through the insurance team's knowledge of the Council and the local area. The in-house claims handling arrangements are subject to annual audit by the Council's insurers. The most recent audit was completed in November 2014 and resulted in an overall Technical Service Proficiency score of 99%, which the insurer categorises as an "excellent" rating.
- k) The Procurement Division successfully completed two external assignments during the quarter, further promoting the use of Halton's Risk Based Sourcing model, and enabling two neighbouring council's to build significant process efficiency into their procurement operations. The Council's approach continues to be recognised and referenced by the Cabinet Office, with the Council's approach having contributed to Procurement reforms to be implemented by the Cabinet office in the first half of 2015.

- l) Two very successful business briefings have taken place in the Borough (November 2014 and early January 2015), both being very well attended, enabling the Council to grow its supplier base to maximise competition in procurement of supplies and services, and also to help Halton's local business base to access opportunities with the Council and beyond.

Human Resources and Organisational Learning and Development

- m) Agreement was reached with the trade unions during the quarter to enter into a local agreement to continue with the deduction from salary for four days for a further twelve months. Additionally, agreement was reached to change to mileage payable from NJC rates to HMRC rates. This is expected to achieve savings in the region of £800,000 in 2015/16.
- n) Although initially due to commence during the third quarter, ILM Level 3 in Coaching has been delayed due to the departure of the lead trainer in this subject area. An alternative trainer has been identified and work is on-going to offer the qualification in 2015.
- o) In the second quarter of the year audits were undertaken by Internal Audit with regard to safeguarding and sickness management, while External Audit reviewed payroll processes. The review carried out on safeguarding and sickness management has resulted in an Action Plan now being developed.

ICT and Administration Support Services

- p) In collaboration with Directorates, the deployment of Electronic Records Management and the development of new and improved central reporting systems based upon the SharePoint Access solutions are in place linked to systems such as the "I Want" portals for Finance, ICT, Admin, Print and HR. Making services more accessible, this initiative has had a significant impact in reducing staff time and duplication across the authority.
- q) The service has also focused upon further developing opportunities for on-going income generation through the development of externally focused ICT applications. These opportunities include the development of a clouds-based solution for Schools, support to the Halton Clinical Commissioning Group, the Mersey Gateway Project and now the delivery of the Agresso Financial Management System within Sefton Metropolitan Borough Council, creating a collaborative and shared financial management solution between both authorities all hosted and managed within Halton. This project has now led to further opportunity within the Records Management Unit for the scanning and indexing of all Sefton Invoices.
- r) In order that ICT can be used to maximum effect the service has also delivered a broad range of training surgeries for staff and the continued emphasis on the use of electronic documents has resulted in a considerable reduction in the use of printed material and associated costs such as a reduction in the number of printers required.
- s) The Council continues to maintain Public Services Network Compliance which meets security requirements and has undergone a number of external audits during 2014 and into 2015 with the final audit expected in March 2015. This is a significant investment and demonstrates the Councils on-going commitment to maintaining a secure electronic

environment and supports the authority's on-going Information Governance arrangements together with innovative remote working solutions linked to the Halton Cloud services.

Legal and Democratic Services

- t) Substantial work has been carried out during the quarter to embed the scrutiny arrangements for the Liverpool City Region. As the lead authority, Halton has achieved this by utilising existing resources within Democratic Services. As the function gains momentum, the impact on the service may need to be reviewed. In addition, Officers from other disciplines working within Halton have supported the scrutiny process in specialist areas. This support operates alongside resources supplied by each of the constituent authorities.

Policy and Performance.

- u) A report has been prepared for Management Team regarding the proposed new statutory 'Prevent' duty contained in the recent Counter-Terrorism and Security Bill which is currently being fast-tracked through Parliament. The new duty will require local authorities to have due regard in exercising its functions to the need to prevent people being drawn into terrorism.
- v) Data is being prepared to meet the publishing requirements of the Public Sector Equality Duty. The documents will be published during quarter 4 2014/15 and made available on the Council's external website. Additionally the revised Corporate Plan will be presented for consideration by Executive Board in January 2015 prior to its submission to Full Council.
- w) Work continues on developing a Halton Cares Foundation, established to provide social investment and strategic charitable grant-making. The Foundation is a partnership between Halton Borough Council, Halton Chamber of Commerce, Halton & St. Helens VCA the Community Foundations for Lancashire & Merseyside and It is anticipated that the final proposals will be put to members and partners in March 2015.
- x) On behalf of Go-ON Northwest Halton is hosting a Pan-Cheshire Digital Inclusion Conference on the 13th February at the Stadium. This will bring together interested parties from across the sectors to share best practice, gain practical tips and ideas on how to increase the basic online skills on people in the sub-region. The Council will incur no costs for the event which will further promote the Stadium facilities to a wide audience.

Catering, Stadium and Registration Services

- y) New nutritional standards will be introduced in January 2015 which will apply to all maintained schools, academies, pupil referral units and free schools. At present all schools are compliant and have exceeded the standards since 2006.
- z) The school catering service, which uses only high-quality reputable foods suppliers, has received 2 prestigious awards for their menu offer to children and staff are continually being trained in new recipes and methods and are actively encouraged to share good practice between schools.

Property Services

- aa) Demolition works have now been completed to the former Moor Lane Business Centre site and it is currently being modified to provide additional parking facilities for the Health Centre.
- bb) Work is continuing with the move towards full agile working arrangements which is helping further rationalise office accommodation. John Briggs House will be vacated mid-January 2015. Discussions are currently ongoing with the Police in respect of them purchasing the site. It is anticipated that this will go to Executive Board for approval in February 2015. The vacating a sale of this site will significantly reduce our revenue expenditure and help to generate income.

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

- a) The new Accounts and Audit Regulations, expected to come into effect from 1st April 2015, will from 2017/18 bring forward the publication date for the Councils accounts from 30th September to 31st July and work will now be programmed to meet this new requirement.
- b) The Department for Works and Pensions (DWP) have confirmed that Universal Credit (UC) will be rolled out in Halton for families from March 2015. This is a significant development for the DWP because these types of UC claims are more difficult to administer, and the Benefits Service will monitor the impact because of the effect on Council Tax Reduction claims.
- c) The Department for Works and Pensions (DWP) have launched the Fraud and Error Reduction Incentive Scheme (FERIS) in November 2014. This scheme will offer threshold based financial rewards to councils who further tackle Fraud and Error (F&E) in their Housing Benefit (HB) caseload. . The first period of FERIS will commence on 1st December 2014 and run to 31st March 2015, and the second period will be for 2015/16 year.
- d) The Benefits Service has successfully applied to the DWP for maximum start-up FERIS funding of £15,821. The DWP will provide monthly extracts of our data to determine the level of reductions that are achieved and this is another new area of work that will require close monitoring.
- e) Prior to year-end a review of all cases subject to an award of discretionary non-domestic rate has been undertaken. The Executive Board will consider the potential extension, reduction or removal of awards of relief from 31st March 2016.

- f) As part of Halton Housing Trusts Digital First programme they have decided to end the current Service Level Agreement (SLA) with the One Stop Shops with effect from April 2015. However under a revised SLA the One Stop Shops will still provide tenants with the facility to make automated payments.
- g) Discussions with Cheshire Police continue to have Police Contact points available at the main Widnes and Runcorn One Stop Shops. These free-standing contact points are interactive touchscreen systems that allow communication with a Force Operator via telephone or web-chat and also provide access to an A – Z database of Frequently Asked Questions.
- h) Working age claimants presently receiving Disability Living Allowance are soon to have their claims reassessed against the criteria for the new replacement Personal Independence Payment. It is anticipated that many of the 6, 770 claimants within Halton will be seeking assistance through this transition from Welfare Rights Advisors.
- i) In order to support the protection of vulnerable people from financial abuse The Council is to sign up to a free service offered by CIFAS (the UK's Fraud Prevention Service) which will help safeguard those individuals under the Council's care who are subject to a court order of protection under the Mental Capacity Act 2005. Under this system, when requests for credit or other services are made to a CIFAS member organisation in the names of these people, an alert will be issued so that the provider will be aware of the disabilities of the individual and can take appropriate action. This will help prevent vulnerable individuals being subject to identity fraud and will also help prevent them from entering into finance agreements which they are unable to afford.
- j) The Council is submitting an application to BACS to obtain 'Bureau Approved' status. If the application is successful the Council will be able to offer financial services to external organisations, such as academy schools. This will provide an opportunity for the Council to generate additional income through service level agreements. The Council already provides a BACS payment service to the Mersey Gateway Crossings Board.
- k) The Government is to close the Independent Living Fund (ILF) on 30th June 2015. This will result in funding being devolved to the Council to meet the support needs of approximately 50 ILF users. The intention of this reform is to allow the care and support needs of existing ILF users to be met by local authorities in a consistent way through personalised budgets and direct payments.
- l) The funding transferred to the Council for 2015/16 will be received as part of the s.31 grant and will not be ring-fenced. No advice has yet been received in regard to funding for 2016/17. All ILF users transferring will therefore have their needs assessed and met through the Council's existing eligibility and charging regime.
- m) The contract for the e-tendering portal 'The Chest' currently used by Halton and many other North West authorities is reaching the end of its term. A regional procurement exercise has been conducted and supplier submissions are to be evaluated throughout January. The outcome of this exercise will be a portal that reflects changes in procurement rules and practice. Some existing or potential suppliers may need support in adapting to a new system and the Procurement Division will respond to this as appropriate.

Human Resources and Organisational Learning and Development

- n) Preparations continue to deal with major changes to the Teachers' Pension Scheme from 1st April 2015. This will require advance communication with all affected. Additionally the Division continues to support the transfer of staff to the Department of Work and Pensions as a Single Fraud Investigation Service is established.

ICT and Administration Support Services

- o) Data centre improvements and the development of the second data centre facility located at Picow Farm Records Management Unit (RMU) will predominantly become the focus over the following 12 month cycle as the facilities are linked and become highly resilient through a technology known as active/active data management whilst improving corporate facilities and bringing enhanced and innovative user based access solutions.
- p) The upgrade of Schools Networking together with the continued delivery of an enhanced Virtual Learning Environment into all schools will further enhance the quality of provision to the education sector, both within Halton and commercially.
- q) Additionally the wider implementation of the Halton Cloud Computing Platform and the development of the Agresso Financial Platform, Scanning, Records Management, SharePoint extranet data sharing and access arrangements will continue in order to maximise income generation opportunities and further support the delivery of holistic and integrated services to the community.
- r) In addition to extending the capacity of the I-Want portals the website developments will continue within the new SharePoint 2013 Platform and the ever expanding second data centre at Picow Farm Road, which will strengthen the Council's ICT infrastructure resilience and business continuity arrangements.

Legal and Democratic Services

- s) Preparations are well underway for the forthcoming General and Local elections in May and work continues on revising the Council's Constitution.

Policy and Performance.

- t) The Halton Strategic Partnership is supporting on going work to ensure the sustainability of the Safe in Town scheme. Whilst the funding for the initial pilot came from partnership funding, the current project is funded by the PCC and CCG, and is due to finish on the 31st March 2015 and discussions are underway to identify further funding from various Partners. The scheme currently has 504 individuals and over 80 different types of premises signed up, including venues in both Runcorn and Widnes.

4.0 Risk Control Measures

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2014 – 15 Directorate Business Plans.

Progress concerning the implementation of all Directorate high-risk mitigation measures was reported in Quarter 2.

Risk Registers are currently being reviewed for 2015 – 16 in tandem with the development of next year's Directorate Business Plans.

5.0 High Priority Equality Actions

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

The Council's latest annual progress report in relation to the achievement of its equality objectives was published on the Council website during quarter 4 and is available via:




[http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality -
objectives progress report - April 2013.pdf](http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality-_objectives_progress_report_-_April_2013.pdf)

6.0 Performance Overview

6.1 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 Management

Key Objectives / milestones







| Ref | Milestones | Q3 Progress |
|-------|--|---|
| FS 01 | Report Medium Term Financial Strategy to Executive Board November 2014 . |  |
| FS 03 | Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2014 . |  |
| FS 03 | Publish the Abstract of Accounts by 30th September 2014 . |  |

Supporting Commentary

Medium Term Financial Strategy on track to be reported as planned and the 2013/14 Statement of Accounts certified by Chief Finance Officer on the 30th June 2014 and shared with External Auditor on the same day.

Audit of Statement of Accounts commenced 1st July 2014 and have been published on the Councils website on 30th September, following approval by the Business Efficiency Board and receipt of an unqualified audit opinion.

Key Performance Indicators

| Ref | Measure | 13 / 14 Actual | 14 / 15 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| FS LI 04 | Proportion of Council Tax that was due that was collected. | 95.82% | 95.00+ | 83.62% |  |  |
| FS LI 05 | The percentage of Business Rates which should have been received during the year that were received. | 97.08% | 95.00+ | 82.58% |  |  |
| FS LI 07 | Average time for processing new claims (Housing & Council Tax Benefit). | 15.18 | 17 | 14.75 |  |  |

Supporting Commentary



FSLI 04: This represents a slight reduction of 0.21% on the same point last year.

FSLI 05: This represents and an increase of 4.07% on the same point last year. However, Business Rates have wide fluctuations in collection rates due to the nature of the service.

FSLI 07: Though slightly down on the same point last year (0.31) this remains one of the best performances within the Association of Greater Manchester Authorities (AGMA).

Human Resources & Organisational Development

Key Objectives / milestones















| Ref | Milestones | Q3 Progress |
|---------|---|---|
| HRLD 01 | To further enhance i-Trent system capabilities. March 2015. |  |
| HRLD 02 | Promote and take forward the delivery of actions identified within Corporate People's Plan March 2015. |  |

Supporting Commentary

E-Payslips have now been rolled out across the Council where possible (requires provision of an email address) and also now available to schools. Work continues to encourage those schools who have not as yet taken advantage of the E Payslip to do so. The service is also working towards the implementation of E-P60s.

On-going Learning and Development continues to be provided for Employees of the Council with new courses, post entry training courses and E Learning modules being offered.

Key Performance Indicators

| Ref | Measure | 13 / 14 Actual | 14 / 15 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-------------------------|---|----------------|----------------|-----------|---|---|
| HRLD LI 01 | The number of working days / shifts lost due to sickness (Corporate). | 11.24 | 8.5 | 7.67 |  |  |
| HRLD LI 04 | % of training delegates attending as proportion of places reserved. | 86% | 90% | 89% |  |  |
| HRLD LI 05 ¹ | The percentage of top 5% of earners that are: | | | | | |
| | a) Women | 55.47% | 50% | 55.81% |  |  |
| | b) From BME communities. | 2.80% | 1.5% | 2.83% |  |  |
| | c) With a disability. | 0.68% | 8.0% | 0.71% |  |  |
| HRLD LI 06 | No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce. | 1.49 | 10.0 | 1.46% |  |  |
| HRLD LI 07 | Minority of Ethnic Community staff as a percentage of the total | 1.13 | 1.0 | 1.00% |  |  |

¹ The performance targets for these measures take account of local demographic profiles.

| Ref | Measure | 13 / 14 Actual | 14 / 15 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----|------------|-------------------|-------------------|--------------|----------------|------------------------|
| | workforce. | | | | | |

Supporting Commentary

HRLD LI 01: This figure is subject to change as we move through the financial year; However, this figure is lower than the same period last year.

HRLD LI 04: Training continues to be well attended

HRLD LI 05: There is a slight increase across all three area's in comparison to the same period in the previous year.

HRLD LI 06: There is a slight increase in this category. Achievement of the 10% target will depend on applicants for vacant positions.

HRLD LI 07: Although this figure is slightly lower than the same quarter in the previous year (2013/2014), it is on target.

ICT Infrastructure

Key Objectives / milestones







| Ref | Milestones | Q3 Progress |
|--------|---|---|
| ICT 01 | SharePoint and Records Management enhancement March 2015. |  |
| ICT 01 | Continued Social Care Systems Service Support Programme March 2015. |  |
| ICT 01 | Schools Cloud Services developments March 2015. |  |
| ICT 01 | Interactive Web Services and further SharePoint Integration March 2015. |  |
| ICT 01 | Development of commercial ICT opportunity within desktop, hosting and DR provision March 2015. |  |
| ICT 02 | Continued development of document management and distribution services March 2015. |  |
| ICT 04 | Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services March 2015. |  |

Supporting Commentary

All projects are presently on track. The SharePoint and Records Management software development has been completed is now operational with additional enhancements to complement operational processes are being undertaken, with data transfer of over 7.5 million documents underway into the new 2013 solution.

The rollout of Corporate Tablet use is progressing with Windows 8.1 Tablet devices in proof of Concept stage, whilst iPads are managed within the Councils Mobile Device Management Platform

Key Performance Indicators


| Ref | Measure | 13 / 14 Actual | 14 / 15 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----------|--|----------------|----------------|-----------|---|---|
| ICT LI 01 | Average availability of the Council's operational servers (%). | 99.9 | 99 | 99.9 |  |  |
| ICT LI 04 | % Of all responsive repairs completed within 2 working days. | 94 | 80 | 81 |  |  |
| ICT LI 08 | Average working days from order to completion of a new PC. | 5 | 5 | 7 |  |  |

Supporting Commentary

Although two measures are showing a slight drop in levels of performance when compared to the same period last year, all measures are expected to meet their individual targets for the year.

Legal & Democracy





Key Objectives / milestones

| Ref | Milestones | Q3 Progress |
|-------|--|---|
| LD 02 | To ensure that all members have been given the opportunity of a having a Member Action Plan (MAP) meeting. |  |

Supporting Commentary

MAP meetings are continually taking place throughout the calendar year.

Key Performance Indicators



| Ref | Measure | 13 / 14 Actual | 14 / 15 Target | Q3 Actual | Q3 Progress | Direction of travel |
|----------|--|----------------|----------------|-----------|---|---|
| LD LI 04 | Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days). | 20 | 20 | 20 |  |  |
| LD LI 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 | 1 |  |  |

Supporting Commentary

Measures are showing sustained levels of performance when compared to the same period last year.

Catering, Stadium & Registration Services

Key Objectives / milestones











| Ref | Milestones | Q3 Progress |
|------|--|---|
| CE 2 | Identify areas for improvement in line with the Business Plan and Marketing Plan January 2015 . |  |
| CE 3 | Deliver a promotion and educational campaign - September 2014 and January 2015 . |  |

Supporting Commentary

A number of business areas have been targeted for this year which should have a positive impact upon Stadium revenue.

A number of promotional activities have taken place, the Universal Free School Meals have been introduced very smoothly and over 1,500 additional meals are being served on a daily basis compared to this time last year. A number of marketing initiatives have been used to raise the awareness of UIFSM and also of the quality of Halton School Catering Service.

Key Performance Indicators



| Ref | Measure | 13 / 14 Actual | 14 / 15 Target | Q3 Actual | Q3 Progress | Direction of travel |
|--|---|----------------|----------------|-----------|---|---|
| CE LI 1 | No. of meals served versus hourly input of labour | 10.51 | 10.00 | 10.35 |  |  |
| The percentage (%) take up of free school meals to those who are eligible: | | | | | | |
| CE LI 8 | Primary Schools | 85.12% | 85% | 84.59% |  |  |
| CE LI 9 | Secondary Schools | 75.81% | 75% | 75.48% | | |
| Take up of school lunches (Previously NI 52 a & b): | | | | | | |
| CE LI 10 | Primary Schools | 52.12% | 55% | 51.47 % |  |  |
| CE LI 11 | Secondary Schools | 55.22% | 55% | 55.08% |  |  |
| Food cost per school meal (pence): | | | | | | |
| CE LI 19 | Primary Schools | N / A | 76p | 71p |  | - |
| CE LI 20 | Secondary Schools | N / A | 94p | £1.01 |  | - |

Supporting Commentary

The number of schools meals served in relation to input continues to show a positive trend and excellent results are being achieved in the take up of free and non-free schools meals with Halton having the 4th highest take up of secondary school meals nationally with an additional 1,500 FSM being served in primary schools each day.

Property Services

Key Objectives / milestones





| Ref | Milestones | Q3 Progress |
|-------|---|---|
| EEP 1 | Review accommodation in light of budget decisions by July 2014 . |  |
| EEP 1 | Identify further property to be considered for sales and implement asset disposals by March 2015 . |  |

Supporting Commentary

A Members Asset Review Panel has been established to assist the work of the Asset Management Working Group with the inaugural meeting taking place in August to establish terms of reference etc.

Disposal programme is on track. The supply of HBC land for sale for development is now diminishing and work has commenced for further review assets with the potential for disposal.

Key Performance Indicators

| Ref | Measure | 13 / 14 Actual | 14 / 15 Target | Q3 Actual | Q3 Progress | Direction of travel |
|-----------|------------------------------------|----------------|----------------|-----------|---|---|
| DIS LI 01 | Occupancy of HBC industrial units. | 85% | 85% | 82% |  |  |
| DIS LI 02 | Occupancy of Widnes Market Hall. | 84% | 95% | 82% |  |  |

Supporting Commentary

DISLI01: The Investment Estate continues to perform well with 93% of the Industrial Estate and 94% of the Commercial Estate occupied

DISLI02: The retail environment remains challenging. However, compared with this time last year fewer traders have left the market and there has not been any change year on year.

7.0 Financial Summaries

FINANCE DEPARTMENT

Revenue Budget as at 31st December 2014

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|--------------------------------------|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 7,315 | 5,533 | 5,204 | 329 |
| Supplies & Services | 470 | 323 | 325 | (2) |
| Other Premises | 82 | 74 | 64 | 10 |
| Agency Related | 1 | 0 | 0 | 0 |
| Insurances | 1,436 | 1,064 | 1,058 | 6 |
| Concessionary Travel | 2,247 | 1,505 | 1,505 | 0 |
| Rent Allowances | 55,000 | 41,012 | 41,012 | 0 |
| Non HRA Rebates | 66 | 56 | 56 | 0 |
| Discretionary Housing Payments | 444 | 444 | 444 | 0 |
| Local Welfare Payments | 558 | 80 | 80 | 0 |
| Transfers to Reserves | 555 | 300 | 300 | 0 |
| Total Expenditure | 68,174 | 50,391 | 50,048 | 343 |
| <u>Income</u> | | | | |
| Fees & Charges | -302 | -222 | -229 | 7 |
| SLA to Schools | -770 | -770 | -730 | (40) |
| NNDR Administration Grant | -169 | 0 | 0 | 0 |
| Hsg Ben Administration Grant | -1,094 | -875 | -875 | 0 |
| Rent Allowances | -54,410 | -41,511 | -41,511 | 0 |
| Non HRA Rent Rebates | -66 | -53 | -53 | 0 |
| Discretionary Housing Payments Grant | -387 | -387 | -387 | 0 |
| Local Welfare Grant | -775 | -582 | -582 | 0 |
| Reimbursements & Other Grants | -669 | -627 | -633 | 6 |
| Liability Orders | -373 | -359 | -436 | 77 |
| Transfer from Reserves | -681 | 0 | 0 | 0 |
| Total Income | -59,696 | -45,386 | -45,436 | 50 |
| Net Controllable Expenditure | 8,478 | 5,005 | 4,612 | 393 |
| <u>Recharges</u> | | | | |
| Premises | 432 | 324 | 324 | 0 |
| Transport | 36 | 27 | 27 | 0 |
| Asset Charges | 19 | 0 | 0 | 0 |
| Central Support Services | 3,291 | 2,468 | 2,468 | 0 |
| Support Services Income | -7,506 | -5,630 | -5,630 | 0 |
| Net Total Recharges | -3,728 | -2,811 | -2,811 | 0 |
| Net Department Total | 4,750 | 2,194 | 1,801 | 393 |

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 Revenues and Benefits Division and the Procurement Division. A number of temporary posts have been recruited to within the Revenue and Benefits Division to support the ongoing Benefits Reform programme.

Supplies & services expenditure is lower than the budget profile due to security costs at Ditton and Runcorn Halton Direct Links now being shared with Library Services.

Other premises costs are below the budget due to the business rates for one of the HDL One-Stop Shops being lower than anticipated following a rating review by the Valuation Office Agency.

With regards to income, SLA to Schools income is lower than the budget estimate which is due to a lower than expected take-up of the Procurement SLA.

Income from Liability Orders is in excess of the budget profile due to an increase in the amounts of orders being issued in respect of Council Tax arrears.

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 2014

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|------------------------------------|---------------|----------------|----------------|------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| <i>Expenditure</i> | | | | |
| Employees | 1,544 | 1,163 | 1,163 | 0 |
| Employee Training | 133 | 90 | 58 | 32 |
| Supplies & Services | 111 | 83 | 77 | 6 |
| Total Expenditure | 1,788 | 1,336 | 1,298 | 38 |
| <i>Income</i> | | | | |
| Fees & Charges | -73 | -70 | -116 | 46 |
| School SLA's | -437 | -437 | -437 | 0 |
| Total Income | -510 | -507 | -553 | 46 |
| | | | | |
| Net Operational Expenditure | 1,278 | 829 | 745 | 84 |
| <u>Recharges</u> | | | | |
| Premises Support | 65 | 49 | 49 | 0 |
| Transport Recharges | 11 | 8 | 8 | 0 |
| Central Support Recharges | 302 | 226 | 226 | 0 |
| Support Recharges Income | -1,612 | -1,209 | -1,209 | 0 |
| Net Total Recharges | -1,234 | -926 | -926 | 0 |
| | | | | |
| Net Departmental Total | 44 | -97 | -181 | 84 |

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 spend on Employee Training is below the budget profile due to a reduction on the usage of training consultants and training resources.

Spend on Supplies & Services is slightly below the budget profile due to a reduction in the use of external training rooms.

Fees and Charges income is above the budget profile due to an increase in income from academy schools and other external organisations for provision of HR and payroll services. This will be a one-off underspend as this has been put forward as a saving for the 2015/16 budget.

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 2014

| | Annual Budget | Budget to Date | Actual to Date | Variance to Date |
|-------------------------------------|---------------|----------------|----------------|----------------------|
| | £'000 | £'000 | £'000 | (Overspend) £'000 |
| <u>Expenditure</u> | | | | |
| Employees | 5,512 | 4,078 | 4,076 | 2 |
| Supplies & Services | 454 | 256 | 260 | (4) |
| Computer Repairs & Software | 649 | 557 | 556 | 1 |
| Communications Costs | 333 | 285 | 285 | 0 |
| Other Premises | 36 | 25 | 24 | 1 |
| Capital Financing | 336 | 252 | 251 | 1 |
| Transfer to Reserves | 480 | 0 | 0 | 0 |
| Total Expenditure | 7,800 | 5,453 | 5,452 | 1 |
| <u>Income</u> | | | | |
| Fees & Charges | -577 | -292 | -292 | 0 |
| Transfers from Reserves | -37 | -37 | -37 | 0 |
| SLA to Schools | -535 | -535 | -535 | 0 |
| Total Income | -1,149 | -864 | -864 | 0 |
| Net Controllable Expenditure | 6,651 | 4,589 | 4,588 | 1 |
| <u>Recharges</u> | | | | |
| Premises | 521 | 391 | 391 | 0 |
| Transport | 17 | 13 | 13 | 0 |
| Asset Charges | 1,246 | 0 | 0 | 0 |
| Central Support Services | 1,035 | 776 | 776 | 0 |
| Support Service Income | -9,371 | -7,028 | -7,028 | 0 |
| Net Total Recharges | -6,552 | -5,848 | -5,848 | 0 |
| Net Department Total | 99 | -1,259 | -1,260 | 1 |

Comments on the above figures

Spending to 31st December 2014 is in line with the budget profile to date.

There are vacancies across the department which have resulted in spend to date being below the budget profile, this will continue to be the case for the final quarter of the financial year. Significant savings against the employee budget have been proposed for 2015/16 which will see employee spend for future years being in line with approved budgets.

Budgets have been realigned over the past quarter, variances against employees and supplies and services have been put forward as a contribution towards capital reserves, specifically to fund costs for the new ICT Data Centre. At this stage it is anticipated that overall net expenditure will be within budget at financial year-end

Capital Projects as at 31st December 2014

| Capital Expenditure | 2014/15 Capital Allocation £'000 | Allocation to Date £'000 | Actual Spend to Date £,000 | Total Allocation Remaining £'000 |
|------------------------|---|--------------------------------|----------------------------------|---|
| IT Rolling Programme | 2,100 | 700 | 699 | 1,401 |
| Net Expenditure | 2,100 | 700 | 699 | 1,401 |
| | | | | |

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 2014

| | Annual Budget | Budget To Date | Actual To Date | Variance To Date (overspend) |
|------------------------------------|------------------|-------------------|-------------------|------------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Expenditure | | | | |
| Employees | 1,940 | 1,491 | 1,360 | 131 |
| Supplies & Services | 371 | 253 | 238 | 15 |
| Civic Catering & Functions | 29 | 13 | 13 | 0 |
| Mayoral Allowances | 21 | 13 | 13 | 0 |
| Legal Expenses | 220 | 99 | 99 | 0 |
| Total Expenditure | 2,581 | 1,869 | 1,723 | 146 |
| Income | | | | |
| Land Charges | -99 | -74 | -69 | (5) |
| License Income | -251 | -188 | -182 | (6) |
| Schools SLA's | -49 | -49 | -60 | 11 |
| Other Income | -73 | -67 | -81 | 14 |
| Transfers from Reserves | -10 | 0 | 0 | 0 |
| Total Income | -482 | -378 | -392 | 14 |
| Net Operational Expenditure | 2,099 | 1,491 | 1,331 | 160 |
| Recharges | | | | |
| Premises Support | 91 | 68 | 68 | 0 |
| Transport Recharges | 18 | 13 | 13 | 0 |
| Central Support Recharges | 481 | 361 | 361 | 0 |
| Support Recharges Income | -2,111 | -1,583 | -1,583 | 0 |
| Net Total Recharges | -1,521 | -1,141 | -1,141 | 0 |
| Net Departmental Total | 578 | 350 | 190 | 160 |

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, Marketing and Democratic Services teams. Some of the posts will be filled during the course of the year and some will act as contributions towards the Department's 15/16 savings target. The in-year savings resulting from the vacant posts will act as contributions towards the Department's 2014/15 staff turnover savings target.

Supplies & services expenditure is also lower than the budget profile due to reduced spend on legal books and publications as a result of a move to on-line resources.

With regards to income, buy-back of the Legal Services SLA has exceeded the original forecast, and other income is above the budget profile which is a result of fees charged for the ad-hoc Schools Appeals Service.

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

ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 31st DECEMBER 2014

| | Annual Budget £'000 | Budget to Date £'000 | Expenditure to Date £'000 | Variance to Date (overspend) £'000 |
|---------------------------------------|---------------------------|-------------------------|---------------------------------|---|
| <u>Expenditure</u> | | | | |
| Employees | 4,376 | 3,162 | 3,220 | (58) |
| Repairs & Maintenance | 2,730 | 1,941 | 1,944 | (3) |
| Premises | 49 | 42 | 43 | (1) |
| Energy & Water Costs | 614 | 394 | 368 | 26 |
| NNDR | 613 | 604 | 590 | 14 |
| Rents | 458 | 390 | 391 | (1) |
| Marketing Programme | 36 | 21 | 17 | 4 |
| Promotions | 62 | 34 | 33 | 1 |
| Supplies & Services | 1,469 | 735 | 701 | 34 |
| Agency Related Expenditure | 76 | 42 | 43 | (1) |
| Grants to Non Voluntary Organisations | 148 | 148 | 148 | 0 |
| Other Expenditure | 0 | 0 | 0 | 0 |
| Total Expenditure | 10,631 | 7,513 | 7,498 | 15 |
| <u>Income</u> | | | | |
| Fees & Charges | -544 | -379 | -388 | 9 |
| Rent - Markets | -759 | -563 | -561 | (2) |
| Rent - Industrial Estates | -691 | -516 | -525 | 9 |
| Rent - Commercial | -563 | -366 | -364 | (2) |
| Transfer to / from Reserves | -660 | -588 | -568 | 0 |
| Government Grant - Income | -1,959 | -1,277 | -1,277 | 0 |
| Reimbursements & Other Income | -90 | -116 | -122 | 6 |
| Recharges to Capital | -297 | -92 | -92 | 0 |
| Schools SLA Income | -553 | -562 | -573 | 11 |
| Total Income | -6,116 | -4,439 | -4470 | 31 |
| NET OPERATIONAL BUDGET | 4,515 | 3,074 | 3,028 | 46 |
| <u>Recharges</u> | | | | |
| Premises Support Costs | 1,409 | 1,065 | 1,065 | 0 |
| Transport Support Costs | 30 | 17 | 17 | 0 |
| Central Support Service Costs | 1,970 | 1,483 | 1,483 | 0 |
| Asset Rental Support Costs | 2,414 | 0 | 0 | 0 |
| Repairs & Maint. Rech. Income | -2,448 | -1,836 | -1,836 | 0 |
| Accommodation Rech. Income | -2,652 | -1,990 | -1,990 | 0 |
| Central Supp. Service Rech. Income | -1,457 | -1,093 | -1,093 | 0 |
| Total Recharges | -734 | -2,354 | -2,354 | 0 |
| Net Expenditure | 3,781 | 720 | 674 | 46 |

Comments

Achieving staff turnover savings within the Department remains an issue this financial year, as there has been marginal turnover of staff. The staff savings turnover target set for Building & School Cleaning and Caretakers Service cannot be achieved as the services need to be fully staffed at all times.

Energy & Water Costs have continued to be under budget at the end of Quarter 3 following on from improvements that have been implemented throughout the Council buildings over the last few years.

NNDR budgets are under budget, as most of the Investment Properties are now fully occupied with HBC not being liable for empty rates.

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

Income levels within the Asset Management Division have remained constant during quarter two and quarter three, as there has not been much change with the occupancy rates of the Investment Properties.

As rental income can fluctuate in year, close monitoring will continue on these volatile budgets.

The number of schools buying into the School Cleaning SLA has increased this financial year, resulting in the service over achieving on income.

Work has continued with Managers to deal with any in-year budget pressures. In overall terms it is anticipated that net expenditure will be under the overall Departmental budget by year-end.

ECONOMY ENTERPRISE & PROPERTY CAPITAL PROJECTS

SUMMARY FINANCIAL POSITION AS AT 31st December 2014

| | 2014/15 Capital Allocation £'000 | Allocation To Date £000's | Expenditure to Date £'000 | Variance to Date (overspend) £'000 |
|--|---|------------------------------|---------------------------------|---|
| Economy, Enterprise & Property Dep't | | | | |
| Castlefields Regeneration | 925 | 174 | 174 | 0 |
| 3MG | 2,909 | 1,578 | 1,578 | 0 |
| Widnes Waterfront | 1,000 | 0 | 0 | 0 |
| Johnsons Lane Infrastructure | 466 | 15 | 15 | 0 |
| Decontamination of Land | 6 | 0 | 0 | 0 |
| Sci Tech Daresbury | 2092 | 1,377 | 1,377 | 0 |
| Queens Arms | 23 | 20 | 11 | 9 |
| Former Crossville Depot | 518 | 0 | 0 | 0 |
| Moor Lane Demolition | 150 | 11 | 11 | 0 |
| Moor Lane Property Purchase | 160 | 160 | 161 | (1) |
| Former Fairfield Site – Demolition | 2 | 2 | 2 | 0 |
| Fairfield High Site - Contingency | 51 | 49 | 49 | 0 |
| Peel House Lane Cemetery | 20 | 0 | 0 | 0 |
| Peel House Lane Roundabout & Cemetery Access | 155 | 0 | 0 | 0 |
| Travellers Site - Warrington Road | 1658 | 30 | 30 | 0 |
| Widnes Town Centre Initiative | 60 | 22 | 22 | 0 |
| Lower House Lane Depot – Upgrade Disability Discrimination Act/Disabled Access | 444 | 410 | 401 | 9 |
| | 150 | 38 | 38 | 0 |
| Grand Total | 10,789 | 3,886 | 3,869 | 17 |

Comments

Queens Arms – Works have now been completed on site with no further expenditure expected.

Lower House Lane Depot Upgrade – Works have now been completed on site (final account is due in before year-end).

Former Crossville Depot - There are a number of technical issues to overcome (including protection of the high pressure gas main as well as treatment of contamination), therefore work is not likely to start in this financial year.

Travellers Site - Approval has now been granted to proceed with the works with the anticipated completion date of the scheme being 31 May 2015.

Widnes Waterfront & Bayer - Heads of terms have now been agreed with the contractor and envisaged the remediation works to be started in the last quarter of the current financial year.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 31 December 2014

| | Annual Budget £'000 | Budget To Date £'000 | Actual To Date £'000 | Variance To Date (overspend) £'000 |
|-------------------------------------|------------------------|-------------------------|-------------------------|---|
| Expenditure | | | | |
| Employees | 12,496 | 9,178 | 9,202 | (24) |
| Other Premises | 1,418 | 925 | 861 | 64 |
| Supplies & Services | 1,665 | 1,154 | 1,104 | 50 |
| Book Fund | 192 | 158 | 156 | 2 |
| Promotional | 9 | 13 | 9 | 4 |
| Other Hired Services | 1,259 | 887 | 877 | 10 |
| Food Provisions | 681 | 493 | 482 | 11 |
| School Meals Food | 1,914 | 1,225 | 1,195 | 30 |
| Transport | 55 | 41 | 18 | 23 |
| Other Agency Costs | 652 | 43 | 33 | 10 |
| Waste Disposal Contracts | 5,012 | 2,782 | 2,817 | (35) |
| Leisure Management Contract | 1,467 | 991 | 1,059 | (68) |
| Grants To Voluntary Organisations | 333 | 265 | 260 | 5 |
| Grant To Norton Priory | 222 | 222 | 224 | (2) |
| Rolling Projects | 154 | 0 | 0 | 0 |
| Capital Financing | 13 | 0 | 0 | 0 |
| Total Spending | 27,542 | 18,377 | 18,297 | 80 |
| Income | | | | |
| Sales Income | -2,197 | -1,552 | -1,444 | (108) |
| School Meals Sales | -2,049 | -1,234 | -1,274 | 40 |
| Fees & Charges Income | -2,743 | -1,948 | -1,845 | (103) |
| Rents Income | -187 | -195 | -203 | 8 |
| Government Grant Income | -35 | -16 | -16 | 0 |
| Reimbursements & Other Grant Income | -516 | -346 | -359 | 13 |
| Schools SLA Income | -82 | -81 | -85 | 4 |
| Internal Fees Income | -121 | -72 | -79 | 7 |
| School Meals Other Income | -2,935 | -397 | -460 | 63 |
| Meals On Wheels | -192 | -138 | -129 | (9) |
| Catering Fees | -225 | -125 | -69 | (56) |
| Capital Salaries | -53 | -29 | -27 | (2) |
| Transfers From Reserves | -285 | -285 | -285 | 0 |
| Total Income | -11,620 | -6,418 | -6,275 | (143) |
| Net Controllable Expenditure | 15,922 | 11,959 | 12,022 | (63) |
| Recharges | | | | |
| Premises Support | 2,048 | 1,547 | 1,548 | (1) |
| Transport Recharges | 2,393 | 1,349 | 1,379 | (30) |
| Departmental Support Services | 9 | 0 | 0 | 0 |
| Central Support Services | 3,149 | 2,381 | 2,382 | (1) |
| Asset Charges | 3,197 | 0 | 0 | 0 |
| HBC Support Costs Income | -357 | -357 | -357 | 0 |
| Net Total Recharges | 10,439 | 4,920 | 4,952 | (32) |
| Net Departmental Total | 26,361 | 16,879 | 16,974 | (95) |

Comments on the above figures:

The net budget is £95,000 over budget profile at the end of the third quarter of 2014/15.

At the third quarter of the year employee's expenditure is over budget profile by £ 24,000. Spending on agency staffing in open spaces and waste management continues however the rate has fallen during quarter three as vacancies begin to be filled and efficiency measures such as the apprenticeship scheme take hold. The other main driver for the over-spend are the savings targets including premium pay of £42,300.

Other premises and supplies & services expenditures are collectively currently £ 114,000 under budget at the end of quarter three. The main reasons for this are underspending on some equipment and utilities budgets and Open Space landscaping. Where possible, some of these budgets will be investigated for adjustment to offset underachieving income targets mentioned below.

Waste Disposal Contracts are expected to overspend by year-end. In recent years Halton has successfully increased the amount of waste recycled however this now results in a recycling bonus payment at the end of the financial year. It is assumed that this payment will be approximately £100,000 which is similar to 2013/14 as recycling levels are also similar. The department will strive to ensure the additional costs are met within its overall budget if possible, if not, underspends within the Directorate will have to be used to ensure an overall balanced budget is achieved.

Sales, fees & charges and catering fees across the Department continue to struggle against budget. The social club in the stadium has now closed and due to the opening of Pure Gym, membership to the Stadium fitness gym has declined, adding to previous year's decreases. The main areas struggling are catering sales, stadium bars, open spaces non contracted works, bulky waste charges, playing fields and some lettings for community centres. As mentioned above, in order to alleviate underachieving income, any underspending budgets on expenditure could be adjusted to offset income targets.




Capital Projects as at 31st December 2014

| | 2014-15 Capital Allocation £'000 | Allocation To Date £'000 | Actual Spend To Date £'000 | Total Allocation Remaining £'000 |
|---------------------------------|---|--------------------------------|----------------------------------|---|
| Stadium Minor Works | 80 | 75 | 77 | 3 |
| Widnes Recreation Site | 2,792 | 1,258 | 1,125 | 1,667 |
| Children's Playground Equipment | 79 | 15 | 4 | 75 |
| Upton Improvements | 63 | 47 | 49 | 14 |
| Norton Priory | 339 | 12 | 12 | 327 |
| Crow Wood Play Area | 13 | 0 | 0 | 13 |
| Runcorn Hill Park | 311 | 233 | 233 | 78 |
| Runcorn Cemetery Extension | 9 | 0 | 0 | 9 |
| Cremators Widnes Crematorium | 396 | 297 | 264 | 132 |
| Open Spaces Schemes | 189 | 142 | 138 | 51 |
| Playground Third Party Funding | 340 | 17 | 17 | 323 |
| Litter Bins | 20 | 0 | 0 | 20 |
| Total | 4,631 | 2,096 | 1,919 | 2,712 |





8.0 Explanation of Symbols

Symbols are used in the following manner:

Progress Symbols

| <u>Symbol</u> | <u>Objective</u> | <u>Performance Indicator</u> |
|---|--|--|
| Green  | Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe. | <i>Indicates that the annual target <u>is on course to be achieved</u>.</i> |
| Amber  | Indicates that it is <u>uncertain or too early to say at this stage</u> whether the milestone/objective will be achieved within the appropriate timeframe. | <i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved</i> |
| Red  | Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe. | <i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i> |

Direction of Travel Indicator

| | |
|---|---|
| Green  | Indicates that performance 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. |