

Public Document Pack



Corporate Policy and Performance Board

Tuesday, 6 September 2022 6.30 p.m.
Council Chamber - Town Hall, Runcorn

S. Young

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chair)	Labour
Councillor Ged Philbin (Vice-Chair)	Labour
Councillor Noel Hutchinson	Labour
Councillor Peter Lloyd Jones	Labour
Councillor Alan Lowe	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Gareth Stockton	Liberal Democrats
Councillor Angela Teeling	Labour
Councillor Sharon Thornton	Labour Party
Councillor Kevan Wainwright	Labour
Councillor Andrea Wall	Labour

*Please contact Gill Ferguson on 0151 511 8059 or
gill.ferguson@halton.gov.uk for further information.
The next meeting of the Board is on Tuesday, 1 November 2022*

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

Part I

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1. MINUTES	1 - 4
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.

CORPORATE POLICY AND PERFORMANCE BOARD

*At a meeting of the Corporate Policy and Performance Board on Tuesday, 7 June 2022
in the Council Chamber - Town Hall, Runcorn*

Present: Councillors Gilligan (Chair), P. Lloyd Jones, A. Lowe,
N. Plumpton Walsh, G. Stockton, Angela Teeling, Thornton and Wainwright

Apologies for Absence: Councillors Philbin, Hutchinson and Wall

Absence declared on Council business: None

Officers present: M. Reaney, E. Dawson, G. Ferguson, P. Garnett, C. Hill and
W. Rourke

Also in attendance: None

**ITEM DEALT WITH
UNDER DUTIES
EXERCISABLE BY THE BOARD**

Action

The Board took part in a minute's silence in honour of former
Councillor Osborne, who had sadly passed away.

CS1 MINUTES

The Minutes from the meeting held on 25 January
2022 were taken as read and signed as a correct record.

CS2 PUBLIC QUESTION TIME

The Board was advised that no public questions had
been received.

CS3 EXECUTIVE BOARD MINUTES

The Board was presented with the Minutes relating to
the Corporate Services Portfolio which had been considered
by the Executive Board since the last meeting of this Board.

RESOLVED: That the Minutes be noted.

CS4 MEMBER DEVELOPMENT GROUP NOTES

The Board considered the minutes of the Member

Development Group meeting held on 14 October 2021. On behalf of the Board the Chair thanked Councillor J Stockton, who had recently retired as a Councillor, for his work on Member Development.

RESOLVED: That the minutes be noted.

CS5 EXTERNAL FUNDING TEAM UPDATE

The Board considered an update report from the Strategic Director Enterprise, Community and Resources, on the work of the External Funding Team in securing external funding resources into Halton. The Team focussed on the following funding resources: Government, European, National Lottery, Landfill Funding, Trusts and Foundations. The report covered the following issues:

- An update on the team's key activities and priorities;
- Emerging issues in external funding; and
- Funding statistics for the period 2021-22.

A Member raised concern regarding the future loss of European monies and queried how the Council would move forward. In response, Members were advised that it was anticipated any future funding would be considerably less and there would be a need to strongly lobby Government to secure any future monies that would be available to replace European monies.

Arising from the discussion, Councillor A Lowe thanked the Team for the improvement works that had taken place around Halton Lea.

RESOLVED: That the report be noted.

CS6 HOUSEHOLD SUPPORT FUND 2022/23

The Board was advised that on 23 March 2022, the Government announced an extension to the Household Support Fund, which previously operated from October 2021 to March 2022. The Fund was intended to support vulnerable households particularly those including children and pensioners.

The Department for Work and Pensions (DWP) had issued guidance and grant allocations for councils, with the grant funding covering the period 1 April 2022 to 30 September 2022. Halton's allocation of grant funding was £1,297,880 of which 5% was permitted to provide for the costs of administering the grant. A spending plan had been

prepared, as set out in the Appendix, regarding how the grant funding might be utilised via a combination of Council departments and voluntary sector partners, to deliver help and assistance to vulnerable households over the six month period. The plan would also provide a basis for monitoring spending against the grant, as required by the DWP and ensure that it was fully utilised in accordance with the grant guidance by 30 September 2022.

In order to ensure at least one third was allocated for vulnerable households with children, free school meal vouchers of £12 per week would once again be provided to approximately 7,500 eligible pupils at an estimated cost of £630,000 (summer half term holidays and summer school holidays). To support vulnerable pensioner households with at least one third of funding, all 4,303 pensioners currently receiving Council Tax Reduction would be provided with an award of £120. It was estimated that this would deliver approximately £516,360. The remaining grant (up to a third) would be used to assist other vulnerable households.

A progress report regarding delivery of the Household Support Fund would be presented to the Board on 6 September 2022.

RESOLVED: That

1. progress with delivery of the Household Support Fund, as outlined in the report, be noted; and
2. a further progress report be brought to the next meeting of the Board.

Operational
Director - Finance

CS7 ANNUAL REPORT

The Board considered a copy of the Annual Report from the Chair of the Corporate Services Board for 2021/22. The Board met four times during the year and the report set out the work carried out and the recommendations throughout the Municipal Year April 2021 to March 2022.

RESOLVED: That the Annual Report be noted.

CS8 CORPORATE ACCIDENT/INCIDENT REPORT 1.4.21-31.3.22

The Board was provided with a report from the Strategic Director, Enterprise, Community and Resources, which presented details of health and safety management within the Authority from 1 April 2021 to 31st March 2022.

The report highlighted health and safety incidents that had taken place over the past twelve months and as a result of those incidents proposed actions for the future. In addition the report included information around the number of actual near misses, accidents that had resulted over 7 day absences, together with significant accidents. It also included Covid employee figures.

RESOLVED: That the contents of the report be noted including the recommendations and actions for 2021/22.

CS9 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 4 OF 2021/2

The Board received a report of the Strategic Director - Enterprise, Community and Resources, which presented the Performance Monitoring Report for Quarter 4 of 2021/22.

The reports related to the following functional areas which reported to the Board and detailed progress against service objectives and milestones and performance targets, and provided information relating to key developments and emerging issues that had arisen during the period:

- Finance;
- Human Resources and Organisational Development;
- ICT and Administrative Support;
- Legal and Democracy;
- Policy and Performance;
- Property Services; and
- Catering, Stadium and Registration Services.

The Board discussed issues around recruitment within the Council, including the current delays being experience by new employees prior to their employment. It was agreed that a report would be brought to a future meeting on the current problems the Council was experiencing with recruitment of staff, comparison with other authorities within Liverpool City Region and the numbers and cost of agency staff.

RESOLVED: That the Quarter 4 Performance Monitoring reports be received and noted.

Operational
Director – Policy,
Performance,
People &
Efficiency

Meeting ended at 7.50 p.m.

REPORT TO: Corporate Policy & Performance Board

DATE: Chief Executive

REPORTING OFFICER: Strategic Director, Enterprise, Community and 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 Chair will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

REPORT TO: Corporate Policy and Performance Board
DATE: Chief Executive
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 are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

APPENDIX 1

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

EXECUTIVE BOARD MEETING HELD ON 16 JUNE 2022

EXB3 DISCRETIONARY NON DOMESTIC RATE RELIEF APPLICATIONS

The Board received a report from the Operational Director – Finance, which presented three applications for discretionary non-domestic rate relief, under Section 47 of the Local Government Finance Act 1988, for consideration.

It was noted that under the amended provisions of the Local Government Finance Act 1988, the Council was able to grant discretionary rate relief to any business ratepayer. This relief had previously only been available to organisations that were a registered charity, a community amateur sports club or a not for profit organisation.

The report outlined details of the applications from Feeding Britain, Halton Citizens Advice Bureau and Power in Partnership, in relation to their respective addresses. Appended to the report was the potential annual cost to the Council of granting the discretionary rate relief.

RESOLVED: That

- 1) the application for discretionary rate relief for Feeding Britain, in relation to 21 Queens Avenue, Widnes, WA8 8HR, be approved at 15%;
- 2) the application for discretionary rate relief for Halton Citizens Advice Bureau, in relation to units 1-2 Runcorn Shopping Centre, Runcorn, WA7 2BS, be approved at 15%; and
- 3) the application for discretionary rate relief for Power in Partnership, in relation to 5 Queens Avenue, Widnes, WA8 8HR and 108a Royal Avenue, Widnes, WA8 8HN, be approved at 90%.

Operational
Director - Finance

EXB4 2021/22 REVENUE AND CAPITAL FINANCIAL OUTTURN

The Board considered a report from the Operational

Director – Finance, advising of the Council’s overall revenue and capital net spending outturn position for the year 2021/22.

It was reported that the final accounts for 2021/22 were nearing completion. The revenue spending position for each Department was shown in Appendix one; which presented a summary of spending against the operational revenue budget and costs relating to Covid; Appendix two provided detailed figures for each individual Department. In overall terms, the outturn position for the year showed that operational net spend was over the approved budget by £1.195m; this excluded unfunded Covid cost of £1.118m, the costs of which had been met directly from earmarked reserves. Appendix 3 contained the Capital Programme for each Directorate as at 31 March 2022.

The outturn position was a significant improvement on the forecast overspend of £2.998m reported at the end of quarter 3. There were a number of reasons for the improved financial position; these were detailed in the report. The key budget variances for the quarter were outlined for the Board, from the following Departments:

- Children and Families Department;
- Adult Social Care Department;
- Education, Inclusion and Provision;
- Public Health and Public Protection;
- Finance;
- Policy, Planning and Transportation; and
- Community and Environment.

Members were also advised of the financial impact of Covid-19 and a summary of the general Government funding made available to the Council to date was given.

RESOLVED: That the report be noted.

EXB5 DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR Q4 2021/22

The Board considered a report of the Operational Director – Policy, People, Performance and Efficiency, on progress against key objectives/milestones and performance targets for the fourth quarter period to 31 March 2022, for the People Directorate (Children and Young People; and Adult Social Care and Health); and the Enterprise,

Community and Resources Directorate.

The Board was advised that the Directorate Performance Overview Report provided a strategic summary of key issues arising from the relevant quarter for each Directorate and was aligned to Council priorities or functional areas. The Board noted that such information was key to the Council's performance management arrangements and Executive Board had a key role in monitoring performance and strengthening accountability. Performance Management would continue to be important in the demonstration of value for money and strengthening accountability.

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

EXECUTIVE BOARD MEETING HELD ON 14 JULY 2022

LEADER'S PORTFOLIO

EXB15 DISCRETIONARY NON-DOMESTIC RATE RELIEF

The Board received a report from the Operational Director – Finance, which presented an application for discretionary non-domestic rate relief, under Section 47 of the Local Government Finance Act 1988, for consideration.

It was noted that under the amended provisions of the Local Government Finance Act 1988, the Council was able to grant discretionary rate relief to any business ratepayer.

The report outlined details of the application for 15% Discretionary Rate Relief from Widnes Gymnastics Academy, which was a registered Charity. Members were provided with information on the work carried out by them within the community. Appended to the report was the potential annual cost to the Council of granting the discretionary rate relief for 2022-23.

RESOLVED: That the application for 15% Discretionary Rate Relief for Widnes Gymnastics Academy from 21 June 2021, be approved.

Operational
Director - Finance

EXB16 TREASURY MANAGEMENT ANNUAL REPORT 2021/22

The Board considered a report from the Operational Director – Finance, which presented the Treasury

Management Annual Report 2021/22.

The report updated Members on the activities undertaken on the money market, as required by the Treasury Management Policy.

Information was provided on the economic outlook, interest rate forecast, borrowing and investments, budget monitoring, policy guidelines and treasury management indicators. The Council's approved *Treasury and Prudential Indicators for 2021-22* were set out in the Treasury Management Strategy Statement and was attached as Appendix one.

RESOLVED: That the report be noted.

EXB17 2022/23 TO 2024/25 CAPITAL PROGRAMME

The Board considered a report from the Operational Director – Finance, which advised of new capital grant allocations and slippage to capital projects for 2021/22, that had been rolled forward to 2022/23. All the separate elements were presented together and details of the Council's total planned capital programme expenditure and associated funding over the next three years was given.

Table 1 presented the planned Capital Programme for 2022-23 onwards for both Directorates, based on current information for approved schemes, funding available and slippage of scheme expenditure from 2021-22. Table 2 summarised how the capital programme would be funded and Table 3 showed the expected balance of capital receipts over the next 3 years.

It was noted that the capital programme was subject to continuous change as new resources and projects were identified and would be updated throughout the year as revisions were approved by Council.

RESOLVED: That

- 1) Council be recommended to approve the updated Capital Programme for 2022-25, including forecast spend and funding, as set out in Table 1 and Table 2; and
- 2) the Operational Director – Finance, in liaison with the Portfolio Holder for Environment and Urban Renewal, finalise the detailed implementation programme of

Operational
Director - Finance

Highways and Transportation schemes to be delivered in 2022-23.

DEPUTY LEADER'S PORTFOLIO

EXB18 MOOR LANE BUS DEPOT

The Board considered a report from the Operational Director – Economy, Enterprise and Property, which provided an update on negotiations regarding the Moor Lane Bus Depot and sought approval to negotiate a long-term lease.

Two proposals from local businesses were presented to Executive Board in March 2022, where it was agreed that negotiations should progress with Company Y. Further discussions had since taken place with Company Y who have stated they would favour a long-term lease (minimum 30 years) to enable them to secure funds to undertake improvements and invest in the building and to provide certainty for them in the future.

It was noted that granting a long-term lease to Company Y would prevent the Council from exploring alternative uses and options, as outlined in the report to Executive Board in March 2022. However, it was recognised that there were advantages to this arrangement; the building would be utilised for the purpose for which it was intended and it was unlikely to impact on its Listed Building status or planning requirements.

RESOLVED: That the Board authorises officers to progress a long-term lease agreement with Company Y.

Operational
Director -
Economy,
Enterprise &
Property

REPORT TO: Corporate Policy and Performance Board

DATE: 6 September 2022

REPORTING OFFICER: Strategic Director, Enterprise, Community and Resources

PORTFOLIO: Resources

SUBJECT: Member Development Group Notes

WARDS: N/A

1.0 PURPOSE OF THE REPORT

1.1 To consider the notes of the Member Development Group held on 10 February 2022.

2.0 RECOMMENDED: That the report be noted.

3.0 SUPPORTING INFORMATION

The notes of the last meetings of the Member Development Group are before CSPPB as stated in the Constitution.

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 RISK ANALYSIS – None.

8.0 EQUALITY AND DIVERSITY ISSUES – None.

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

None.

Member Development Group

At a meeting of the Member Development Group held on Thursday 10th February 2022 held remotely via Microsoft TEAMS

Present: Councillors J. Bradshaw, B. Gilligan, T. McDermott, M. Ratcliffe, J. Stockton, A. Teeling and D. Thompson.

Officers: K. Mackenzie.

Apologies for absence: Councillors V.Begg, I. Bramwell, T. Stretch and P. Wallace.

Officer: A. Scott.

MDG 12	NOTES OF THE LAST MEETING	
	<p>The notes of the last meeting held on 14 October 2021 were approved as a correct record.</p> <p>Members noted under MDG 10 – a document would be shared with the Group setting out the legal and constitutional aspects of access to Part II Items. All requests for access to information should be made direct to the Chief Executive. The Deputy Leader, as a member of the Group would forward comments made to the Leader and Chief Executive.</p>	
MDG 13	REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS	
	<p>LOD2 – Number of Members with a Member Action Plan (MAP)</p> <p>The Number of Members with a MAP to date since the election of May 2021 was 54.</p> <p>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</p> <p>Since April 2021, 94% of Members had attended at least one training and development event. The target was 100% for the year 2021-2022. The Group noted that the blended learning approach on offer was very successful with take up of courses. Members of the group agreed that this approach should continue in the future with the use of TEAMS technology to facilitate training where appropriate.</p>	
MDG 14	LEARNING AND DEVELOPMENT UPDATE	
	<p>A member of the Group had attended a North West Employers (NEW) Community Leadership Event on 1 February 2022. This set out what NWE had to offer new and experienced Members. Their website included all offers and Members would be emailed direct from NWE with information.</p>	

	<p>New Member Induction Programme – 2 days – This had been arranged for Wednesday 11 and Thursday 12 May following the election in the Boardroom. The Induction information would be given to candidates in their letter from the Elections Manager.</p> <p>Mentoring Programme – an eLearning module was available to any members or senior officers wishing to be included. Members of the Group who were mentors added how rewarding an experience it was.</p> <p>ELearning update – there were new modules on offer – any Members needing additional information or support should contact Alison Scott in Corporate Training, or contact training reception via the following link - Trainrec.Trainrec@halton.gov.uk</p> <p>Members noted the offer was comprehensive and convenient to complete, as courses could be paused and finished when convenient.</p> <p>Members had attended courses attended since last meeting:</p> <p>1 December – New Member Induction – 1 day in person. Members added that meeting other new Members and Officers in person during the Induction Programme made it so beneficial.</p> <p>6 December, 16 December, 11 January - Personal Safety offer to all Members via TEAMS. The sessions had been well attended, and the presentation made had been emailed to all Members for information. Should Members have any queries they should contact the Health and Safety Team.</p> <p>Members added that some additional training around Development Management would be beneficial. A member of the group added that the training sessions held before a meeting were open to all Members, should anyone wish to join.</p>	
MDG 15	ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES	
	<p>Members of the group thanked the Chairman, Councillor John Stockton for all his input into Member Training and Development over the last decade, as it would be the last meeting of the Group that he would attend.</p>	
MDG 16	DATE OF THE NEXT MEETING	
	<p>RESOLVED: The next meeting to be held in June 2022 at a date to be arranged to be held remotely via TEAMS.</p>	
	The meeting closed at 6.10pm	

REPORT TO:	Corporate Policy and Performance Board
DATE:	6 September 2022
REPORTING OFFICER:	Operational Director – Finance
PORTFOLIO:	Leader
SUBJECT:	Household Support Fund 2022
WARD(S):	Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To update the Board with progress of the delivery of the £1.3m grant allocation received by the Council, for the six month extension to the Government's Household Support Fund. To outline the latest developments with the new Household Support Fund scheme.

2.0 RECOMMENDED That:

- (i) Progress with delivery of the Household Support Fund, as outlined in the report, be noted;**
- (ii) A further progress report be brought to the next meeting of the Board.**
- (iii) The Operational Director Finance in consultation with the Chair of Corporate PPB recommend the new Household Support Fund scheme for approval by Executive Board.**

3.0 SUPPORTING INFORMATION

Background

- 3.1 On 23rd March 2022 the Government announced an extension to the Household Support Fund, which previously operated from October 2021 to March 2022. The Fund is intended to support vulnerable households particularly those including children and pensioners.
- 3.2 The Department for Work and Pensions (DWP) has issued guidance and grant allocations for councils, with the grant funding covering the period 1st April 2022 to 30th September 2022. Halton's allocation of grant funding is £1,297,880 of which 5% is permitted to provide for the costs of administering the grant.
- 3.3 The DWP guidance states that;

- (i) At least one third of the total grant funding must be ring fenced to support vulnerable households with children;
- (ii) At least one third of the total grant funding must be ring fenced to support vulnerable pensioner households, and
- (iii) Up to one third of the total grant funding must be provided to other vulnerable households in need of support.

Spending Plan

- 3.4 A spending plan was prepared, as set out in the Appendix A, regarding how the grant funding might be utilised via a combination of Council departments and voluntary sector partners, to deliver help and assistance to vulnerable households over the six month period.
- 3.5 In order to ensure at least one third is allocated for vulnerable households with children, free school meal vouchers of £12 per week will once again be provided to approximately 7,500 eligible pupils. These will be provided for both the Summer half term and the Summer school holidays, which it is estimated will cost approximately £630,000.
- 3.6 To support vulnerable pensioner households with at least one third of the funding, all 4,303 pensioners currently receiving Council Tax Reduction will be provided with an award of £120. It is estimated that this will deliver approximately £516,360 of help.
- 3.7 The remaining grant funding (up to a third) will be used to assist other vulnerable households. This will be provided primarily with the assistance of partner organisations as listed in the Appendix A.

Progress Update

- 3.8 At the end of June 2022 expenditure from the Household Support Fund was relatively low as anticipated because only one week of free school meal vouchers has been issued for the summer half term. Also the £120 payment for pensioners receiving council tax reduction is being paid in August 2022. Appendix B outlines the spend for the period 1st April 2022 – 30th June 2022 that also includes expenditure from partner organisations including Halton Citizens Advice Bureau, Widnes Food Bank, Holiday Activity Food programme and Halton Voluntary Action.
- 3.9 The bulk of free school meal vouchers are being issued for the six weeks covering the period 21st July 2022 – 31st August 2022, and it is estimated the spend will be £523,000. As mentioned above the payment to pensioners is being made in August 2022 and will have an estimated total value of £516,360.
- 3.10 A further progress report regarding delivery of the Household Support Fund will be presented to the Board on 1 November 2022.

New Household Support Fund scheme

- 3.11 The Department for Works and Pensions (DWP) hosted an all local authority meeting on 11th August 2022 to provide an update on the new Household Support Fund (HSF), which will cover the period 1st October 2022 – 31st March 2023. The DWP are currently working through the design and governance of the new HSF, but one change they highlighted is there will be no requirement to spend on particular groups of people as stipulated in the current HSF. Another change the DWP is considering relates to requiring residents to make an application for assistance for a proportion of local authority residents, rather than the council using a targeted approach to provide support.
- 3.12 The DWP were unable to be definitive regarding local authority funding allocations, although they stated they expect the funding amounts to be similar to those provided previously. The DWP is also considering broadening its management information requirements from local authorities to better understand where assistance is being provided.
- 3.13 Draft guidance for the new HSF is expected to be shared with local authorities in late August 2022.
- 3.14 When the DWP issues final guidance for the new HSF the Operational Director Finance in consultation with the Chair of Corporate PPB recommend the new Household Support Fund scheme for approval by Executive Board.

4.0 POLICY AND OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 5.1 **Children and Young People in Halton**
- 5.2 **Employment, Learning and Skills in Halton**
- 5.3 **A Healthy Halton**
- 5.4 **A Safer Halton**
- 5.5 **Halton's Urban Renewal**

The delivery of support from the Household Support Fund to the Borough's vulnerable households, has the potential to support all of the Council priorities.

6.0 RISK ANALYSIS

- 6.1 If the grant allocation from the Household Support Fund, is not fully utilised in accordance with the DWP guidance by the deadline date of 30th September 2022, any remaining grant funding will be clawed back by the

DWP. The Spending Plan presented in the appendix A is intended to ensure that the grant funding is fully utilised by the deadline.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

Document	Place of Inspection	Contact Officer
Household Support Fund Allocations and Guidance	DCLB Stadium	Paul Garnett Divisional Manager Benefits

**Household Support Fund
Spending Plan 1st April 2022 to 30th September 2022**

Total grant allocation	1,297,880
Less administration costs (5%)	64,894
Available grant funding	1,232,986
1. Vulnerable Households with Children	630,000
Free school meal (FSM) vouchers provided for: Summer half term 30/5/22 – 3/6/22, 1 week Summer holidays 21/7/22 – 31/8/22, 6 weeks Based on 7,500 children entitled to FSM Paid for 7 weeks £12 voucher per week 49% of total available grant funding	
2. Vulnerable Pensioner Households	516,360
Number of pensioners on council tax reduction = 4,303 Award £120 per pensioner 40% of total available grant funding	
3. Other Vulnerable Households	85,000
Distributed via; <ul style="list-style-type: none"> • Citizens Advice Bureau (energy/fuel support) £35,000 • Widnes Food Bank £10,000 • Runcorn Food Bank £10,000 • Adult Social Care £5,000 • Holiday Activity Fund £5,000 • Affordable Warmth £10,000 • Halton Voluntary Action £10,000 	

Household Support Fund
Spend for the period 1st April 2022 – 30th June 2022

Total grant allocation	1,297,880
1. Vulnerable Households with Children	
Free school meal (FSM) vouchers provided for:	
Summer half term 30/5/22 – 3/6/22, 1 week	87,240
Summer holidays 21/7/22 – 31/8/22, 6 weeks	0
2. Vulnerable Pensioner Households	
Number of pensioners on council tax reduction = 4,303	
Award £120 per pensioner	0
3. Other Vulnerable Households	
Distributed via;	
• Citizens Advice Bureau (energy/fuel support) £35,000	18,279
• Widnes Food Bank £10,000	2,111
• Holiday Activity Fund £5,000	2,500
• Halton Voluntary Action £10,000	876
Total	111,006

REPORT TO:	Corporate Policy & Performance Board
DATE:	6 September 2022
REPORTING OFFICER:	Operational Director, Policy, People, Performance & Efficiency
PORTFOLIO:	Leader
SUBJECT	Resourcing the Council – current challenges.
WARD(S):	Borough-wide

1.0 PURPOSE OF THE REPORT

To provide the Board with an overall view of the resourcing challenges currently face by the Council, their impact, implications, and options.

2.0 RECOMMENDATION: That the Board note the report and the actions being taken to mitigate the challenges.

3.0 SUPPORTING INFORMATION

- 3.1 Given the size of the Council workforce and the diverse range of roles required to deliver a complex array of services, there has always been a need to fill vacant roles, review existing roles, and create new posts. In all cases, such activity results in a requirement to recruit one or more members of staff, either externally in the local labour market, or internally. Internal recruitment normally results in a further vacancy arising.
- 3.2 Since the start of the 2021/22 financial year, the number of Council service vacancies submitted for advertisement has increased significantly. To provide some comparative context, in 2016/17 the number of vacancies advertised was 343. In 2021/22 that had risen to 610. A summary of the 610 vacancies is attached at Appendix 1.
- 3.3 In itself, this rise in numbers has created a significant challenge as the Council's recruitment service is not resourced at a level sufficient to manage workflow of such volumes. This has created delays in service provision, which remain prevalent.
- 3.4 A number of key reasons can be cited for the increase in volume:

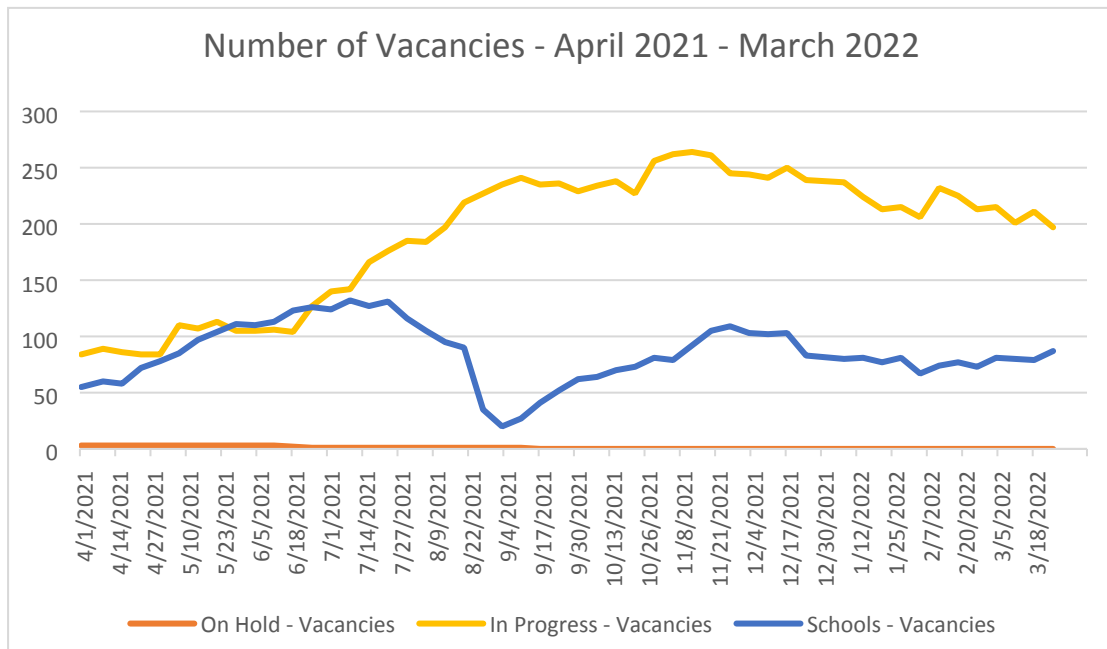
- Increase in staff numbers as the organisation has expanded, i.e. the addition of Leisure Services and 4 x Care Homes to the Council's establishment across the period 2016 to 2019.
 - A general trend away from Local Government as an employer of choice, anecdotally attributed to the poor perception of roles and static pay levels resulting from government austerity measures. This has created a more competitive labour market between Councils.
 - Some roles becoming increasingly demanding and challenging due to increased regulation, e.g. Children's Social Care work, resulting in higher than average turnover levels.
 - Sector specific challenges, for example the Department for Health & Social Care – Adult Social Care Workforce Survey of December 2021 - indicated that 81.3% of respondents in the North West are finding recruitment more challenging. Vacancies across the Adult care sector are noted to have increased by 45,000 across England between 2019/20 and 2020/21.
 - The Council being required to recruit additional roles to undertake health related work, such as those required in the One Halton programme, health type roles in Children's Services (early intervention), and nursing roles in Care Homes.
 - The Council being required to recruit additional roles to facilitate the delivery of contracts that the Council has entered into, such as delivery of the Work Programme and similar, in the Employment, Learning & Skills Service.
- 3.5 Combined with increased demand, a failure to attract candidates to some roles results in re-advertising and repeat recruitment activity.
- 3.6 In addition, there has been a trend towards lower numbers of applicants for posts, lower quality applications, and successful candidates rescinding the offer of a post prior to taking up a role – usually because an alternative employment offer has been received from a different employer.
- 3.7 Situations are also arising where the Council finds itself having to withdraw offers of employment to successful candidates due to the failure of pre-employment checks. This was once a rare occurrence, but is now becoming more common.
- 3.8 The recruitment service also processes recruitment for schools on a chargeable SLA basis. 45 schools have bought the recruitment service

for the 2022/23 SLA year. In 2021/22 the service processed 378 school recruitments, and whilst the costs of this are covered by schools, it creates issues in workflow as many school recruitments need to be completed between May and September in time for the start of the new school year.

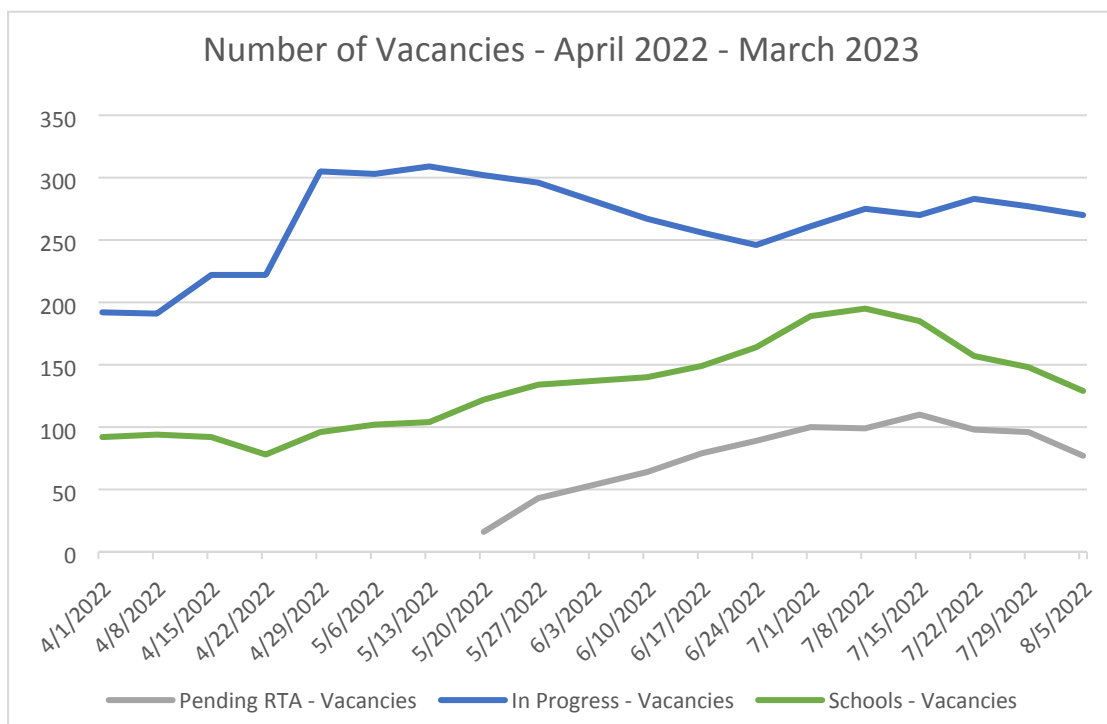
- 3.9 Revised legislation was enacted in April 2020, under the auspices of the Government's 'Good Work Plan', which emerged from the 2018 Taylor Review of Modern Working Practices. One key element of this was the introduction of the requirement to issue a contract of employment on or before the first day of employment. Hitherto, this requirement was to be met within six weeks of the employment start date.
- 3.10 In operational terms, this provides the Council with a shortened window within which to complete a recruitment exercise. In the case of school recruitment it means that all contracts must be issued before the first day of the new school year in September and this has served to create a bottleneck of work in the recruitment service in the June to August period, adversely affecting recruitment to Council services. Previously the school contracting work could be spread to mid-October.
- 3.11 At the time of writing (5th August 2022), the measure of workflow in the recruitment service is as follows:

Council Service Recruitment IN PROGRESS	Vacancies – 270 (187 in pre-employment check stage)
Council Service Recruitment WAITING	Vacancies – 77
School Recruitment IN PROGRESS	Vacancies – 129 (93 in pre-employment check stage)

- 3.12 The trend of vacancies for the 2021/22 Financial Year is represented in the graph below:



3.13 The trend of vacancies for the 2022/23 Financial Year to-date is represented in the graph below:



3.14 It should be noted that the upswing in vacancies is not unique to Halton Council. At the current time, both public and private sector employers are seeing a similar impact across their organisations.

3.15 All Local Authorities in the Liverpool City Region are reporting recruitment issues and certain post types continue to provide the highest level of challenge across the city region, namely social worker

roles, caring posts in the adult care sector, nursing posts in the adult care sector, technical and professional roles across a broad range of service areas, and more recently administrative type posts.

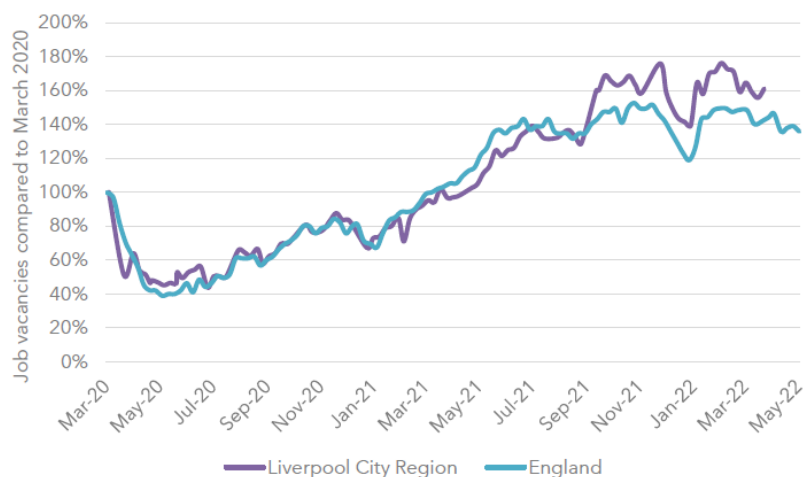
3.16 The general vacancy situation within the UK economy has shifted quite starkly since COVID restrictions began to be relaxed in late 2021. The Chartered Institute of Personnel & Development Labour Market Outlook: Summer 2022 was published on 15th August 2022. Key messages within it are:

- 47% of employers have hard-to-fill vacancies. These are most common in education (56%), transport and storage (55%), and the voluntary sector (53%).
- The proportion of employers planning on making redundancies is below pre-pandemic levels at 13%. Employers' focus on retention and training demonstrates their desire to get more from their existing employees in the face of recruitment challenges.
- The top response planned by employers to recruitment and retention difficulties is to upskill existing staff (41%), followed by advertising more jobs as being flexible (35%). Raising wages comes in third at 29%.

3.17 When considering sub-regional economic data for the Liverpool City Region, the number of job vacancies advertised on line continues to remain at historically high levels. In early April, there were around 19,000 vacancies in the Liverpool City Region, which is 61% higher than pre-pandemic levels.

3.18 The number of vacancies in the Liverpool City Region has grown faster than the national average (54% above pre-pandemic levels), as shown below:

Change in online job vacancies since March 2020



Source: ONS Online Job Advert Estimates, 2022; LCR Insights, 2022

- 3.19 In a local context, the latest available ONS statistics show that the employment rate in Halton stands at 76%, compared to 74% in the Liverpool City Region and 75% nationally. Whilst this is very positive in socio-economic terms, it points to additional restrictions on the available pool of labour.
- 3.20 Such employment statistics go some way to explaining why the number of available candidates in the market place appears to have reduced, but other factors are also prevalent and it is reported by Deloitte that circa 570,000 people who were in, or forecast to enter the labour market in 2019, are not a part of it at the current time;
- ONS data shows an estimated 2m people in the UK suffering from self-reported long COVID at the beginning of June 2022.
 - The pandemic seems likely to be a major factor in the decision by more than 50,000 people of working age to retire recently. This is exemplified by a 35% rise in retirement applications to the NHS Pension Scheme in 2022 so far.
 - Student numbers have surged, with uncertainty and dire predictions of job losses during the pandemic encouraging more young people to stay on in full-time education. Leading to estimates that roughly 100,000 people may be in education today for such reasons.
 - The effect of the pandemic, and of Brexit, on people coming to work in the UK and on foreign workers who were already here. The data is incomplete, but HMRC reports that between June 2019 and June 2021 the number of EU nationals on UK payrolls fell by just over 170,000.

- 3.21 The outlook remains unclear with rising inflation, economic uncertainty, and a possible recession likely to bring about further dynamic change in the labour market in the coming months.
- 3.22 A revised approach to attracting candidates to Council roles is to be explored. At this point in time the HR Service has the following measures under consideration;
- A specialist market assessment of the current vacancies by a recruitment partner, to consider alternative routes to market depending on the post type. The results of this may inform differential methods of recruitment marketing for different types of posts.
 - Re-designing the recruitment process (application stages particularly) to engage and give a commitment to potential candidates earlier in a recruitment process – this may be through new routes such as social media platforms, or in-person events to speculatively secure potential new recruits.
 - Increased establishment of apprenticeships, by ‘freezing’ the budget against vacant posts and using that budget to pay an apprentice salary, then ‘unfreezing’ the post and advertising it at the end of the apprenticeship term.
 - Enhanced succession planning within the organisation (aligned with the Council’s Organisational Development Strategy).
 - Establishing multi-grade (career grade posts) to make posts more attractive to potential applicants and promote retention through development over the long-term.
- 3.23 In addition to the above, the Council is engaged in a strategic programme of work with the other five LCR Council’s, headed up by the Chief Executive of the Liverpool City Region Combined Authority, designed to consider the high level challenge of resourcing the local government sector more generally in the short, medium and long-term.
- 3.24 Considering all of the above points and the challenge of continuing to deliver services, where managers of Council services cannot achieve their desired outcome through the normal recruitment route, either because no viable candidates are presented or because their request is in a queue, alternative means of resourcing are sought. One of these is the engagement of an agency worker.
- 3.25 The use of agency workers has been a route available to managers for several years. Peripheral resourcing is generally accepted as a good HR and management practice to fill short term gaps. The Council has a

procured contract with a neutral vendor (MatrixSCM) to procure agency workers as efficiently as possible.

- 3.10 In 2015/16, the Council's Management Team directed that a review of agency worker usage should be undertaken as part of the Council's Efficiency Programme. At that time spend was circa £4.5m p.a. In 2016/17, following the implementation of more robust controls and processes spend reduced to £2.2m.
- 3.11 Spend in the financial year 2021/22 reached £8.3m. Of this £5.1m has been through the Matrix contract, with the remainder being off-contract spend. The off contract spend occurs for a number of reasons; namely the requirement cannot be fulfilled through the Matrix contract, or the requirement sits within a legacy arrangement that came into the Council as part of the inward transfer of care homes (TUPE).
- 3.12 Of the £8.3m agency spend in 2021/22, there is an element of public health and care related work that was directly associated with the COVID-19 response and could be termed exceptional. This is circa 20%.
- 3.13 In respect of agency worker usage and contract management, the Council's Internal Audit Service had an audit scheduled for Q3 of 2022/23. This will focus on high usage areas.
- 3.15 The obvious option is to reduce reliance on agency workers, however for the reasons outlined in this report above, this is a challenging task. Nevertheless, this reduction in reliance and the stabilising of the Council's permanent workforce is identified as a key corporate priority to be pursued throughout the remainder of 2022/23.

4.0 POLICY IMPLICATIONS

- 4.1 As the options and considerations outlined in the report above are pursued, there may be a requirement to amend one or more Council policy. Should this be the case, that amendment will take place in line with prescribed Council procedure.

5.0 FINANCIAL IMPLICATIONS

- 5.1 As outlined in the report above, there are several financial influences present. The existence of large numbers of vacancies has the potential to reduce spend overall, however the need to fulfil service demand shifts that funding to other resourcing options – such as agency worker engagement.

- 5.2 There are potential cost implications attached to the options outlined at 3.22 above. These will however be considered on a case by case basis within the context of return on investment and more effective engagement of quality candidates at an earlier stage.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

Adequately resourcing the services that contribute to this corporate priority with the right calibre and level of skill and ability is an important element of the Council's approach to resourcing.

6.2 Employment, Learning and Skills in Halton

Adequately resourcing the services that contribute to this corporate priority with the right calibre and level of skill and ability is an important element of the Council's approach to resourcing.

6.3 A Healthy Halton

Adequately resourcing the services that contribute to this corporate priority with the right calibre and level of skill and ability is an important element of the Council's approach to resourcing.

6.4 A Safer Halton

Adequately resourcing the services that contribute to this corporate priority with the right calibre and level of skill and ability is an important element of the Council's approach to resourcing.

6.5 Halton's Urban Renewal

Adequately resourcing the services that contribute to this corporate priority with the right calibre and level of skill and ability is an important element of the Council's approach to resourcing.

7.0 RISK ANALYSIS

- 7.1 This report illustrates that a key risk to the Council currently is the under-resourcing of services as a result of failure to attract and retain suitably qualified and skilled employees. Such under-resourcing leads to sub-optimal service delivery and demand going un-met.

- 7.2 To a certain extent, risk is mitigated by the use of peripheral workforce (agency), however the wrong balance between agency to permanent workforce leads to additional expense and may result in lower levels of coherence within teams and services. As such, it is imperative that this usage is reduced to acceptable levels.
- 7.3 The risks that have emerged as a result of changing labour market dynamics are recorded and monitored through the Council's Corporate Risk Register.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 An Equality Impact Assessment will be undertaken on any new policy as a direct result of any specific action plan implementation, if required.
- 8.2 The Council must comply with the Public Sector Equality Duty (PSED) outlined in the Equality Act 2010. PSED requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities. This includes the recruitment and employment of staff.
- 8.3 In respect of the issues covered in this report, the Council has robust measures in place to ensure that discrimination has no place within its recruitment and employment procedures. The approach is based on competency, regardless of an individual having one or more of the 'relevant protected characteristics' outlined in the legislation (these being - age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation). The Council also has a voluntary protected characteristic pertinent to 'carer' status.
- 8.4 The Council became an accredited 'Disability Confident Leader' in 2019 and has recently secured accreditation for a further 3 years. Employment practices form part of the assessment.
- 8.5 It is appreciated that socio-economic influences continue to change the profile of communities. In view of this, and in the process of reviewing and revising the Council's approach to recruitment marketing and attracting potential employees, regard will be given to how we may more effectively engage with potential employees within the protected characteristic groups.

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

- 9.1 None

Recruitment summary across Council Services – 2021/22

Service Area	Positions
Administration Shared Services	41
Administration Officer	21
Senior Administration Officer	5
Clerical Officer	14
Team Support Manager	1
Audit and Operational Finance	3
Audit and Investigations Manager	1
Client Finance Officer	1
Recovery Officer	1
Care Homes	17
Assistant Manager - Care Homes	1
Care and Support Worker - Days	1
Care and Support Worker - Nights	1
Care Assistant	5
Care Assistant - Days	1
Care Assistant - Nights	1
General Assistant	2
Registered Manager- St Lukes Care Home	1
Registered Nurse	1
Registered Nurse - Days	1
Senior Care Assistant Nights	1
Kitchen Assistant	1
Care Management	22
Advanced Social Worker - Complex Care	1
Community Care Worker	11
Social Worker	5
Social worker - Complex Care	1
Social Worker (Continuing Health Care)	2
Social Worker (Prevention and Assessment)	2
Chief Executives Office	1
Chief Executive	1
Children In Care Services	12
Admissions Officer	1
Casual Residential Child Care Worker	4
Practice Lead - Children In Care	1
Residential Child Care Worker	2
Social Worker - Foster Care	3
Social Worker (Children in Care/Care Leavers)	1

Children In Need and Child Protection	12
Senior Community Support Worker	1
Social Worker (Children in Need)	7
Social Worker- Contact and Referral Team	3
Social Worker- Disabled Children Services	1
Children's Safeguarding	1
Conference and Reviewing Manager	1
Commissioning	17
Assistant Behaviour Analyst	12
Behaviour Practitioner	2
Practice Manager - Positive Behaviour Service	1
Principal Manager	1
Senior Behaviour Analyst	1
Community	70
Casual Support Worker - Day Services	11
Day Services Officer	7
Support Worker - Day Services	6
Support Worker - Halton Supported Housing	46
Community & Environment	1
Operational Director - Community & Environment	1
Contact Centre	1
Contact Centre Advisor	1
Early Years Team	1
Early Years Complex Needs Support Worker	1
Education and School Improvement	5
Education Data Analyst	1
School and Setting Improvement Officer	3
Specialist Teaching Assistant - Sensory Impairment	1
Employment, Learning and Skills	50
Adult Learning and Skills IT Tutor	1
Advisor (Employment Coach - JETS Programme)	2
Advisor (Restart Programme)	17
Advisor/Key Worker	2
Apprenticeship Support Skills Broker	1
Casual Home Tutor	3
Employment Liaison Officer	6
ESF Funding Development Officer	2
Information, Data & Support Officer	4
Quality and Learner Experience Manager	1
Restart Programme Self-employment Advisor	2
Support Internship Job Coach	2
Team Leader - Restart Programme	4
Vocational & Employability Trainer	2

Work and Health Programme Team Leader	1
Environmental Health	1
Environmental Health Officer	1
Financial Management	12
Finance and Budget Management Officer	1
Finance Officer	2
Purchase to Pay Officer	1
Rating Officer	1
Revenues Officer	4
School Finance Officer	2
Senior Finance Officer	1
Halton Direct Link	11
One Stop Shop Officer	7
One Stop Shop Officer - Internal	3
One Stop Shop Team Leader	1
Hardware and Software Development	2
Senior Administrator ICT (EUC-Service Desk)	1
Senior Administrator-ICT (Data Centre)	1
Health Improvement	1
Health Improvement Specialist	1
Highways	2
Senior Engineer- Highway Schemes & Major Maintenance	2
Inclusion 0-25 Service and Special Educational Needs	8
Assistant Educational Psychologist	2
Education Welfare Officer	1
PEP Lead for Children In Care - Primary	2
PEP Lead for Children In Care - Secondary	1
SENDSTART Team Manager	1
Senior Educational Psychologist	1
Independent Living	2
Care and Support Worker - Nights	1
Community Care Worker	1
Intermediate Care	1
Assistant Manager - Intermediate Care	1
Investment and Development	9
Business Improvement & Growth Officer	1
Principal Surveyor	2
Project Officer (Mersey Gateway Regeneration Plus)	2
Project Support Officer	1
Regeneration Project Officer	1
Senior Planning Officer	1
Surveyor	1
Legal Services	3

Group Solicitor	1
Licensing Manager	1
Licensing Officer	1
Leisure Services	56
Casual Fitness Advisor	2
Casual Leisure Attendant	10
Casual Operations Manager	5
Casual Receptionist	6
Casual Swimming Instructor	6
Centre Assistant	2
Cleaner - Leisure Services	1
Divisional Manager - Leisure Services	1
Fitness Advisor	1
Leisure Attendant	20
Receptionist - Kingsway Leisure Centre	1
Receptionist - Brookvale Recreation Centre	1
Library Services	11
Area Manager (Libraries)	1
Library Floor Manager	3
Library Information Assistant	7
Logistics	8
Casual Client Driver/Attendant	6
Reception Officer (Transport)	1
Shift Mechanic	1
Mental Health	10
Advanced Social Worker	5
Housing Solutions Offender Coordinator	1
Social Worker	3
Support Worker - Women's Centre	1
Mersey Gateway	3
Chief Executive (Mersey Gateway Environmental Trust)	1
Conservation Officer (Mersey Gateway Environmental Trust)	1
Non-Executive Director (Mersey Gateway Crossings Board)	1
Open Space Services	18
Apprentice Registration Officer	1
Casual Civil Ceremonies Celebrant	3
Casual Worker - Open Space Service	8
Cemetery Worker	1
Compliance Officer	1
Park Worker	2
Streetscene Worker	2
Policy, People, Performance and Efficiency	5
Apprentice Resourcing Officer	1

Business Performance Officer	1
Organisational Development & Performance Support Assistant	1
Payroll Reconciliation Officer	1
Recruitment & Resourcing Officer	1
Prevention and Assessment	11
Commissioning & Development Manager	1
Occupational Therapist	2
Practice Manager	4
Principal Manager	1
Senior Service Development Officer	1
Service Development Officer	1
Social Worker	1
Property Services	16
Caretaker	1
Casual Cleaner	4
Casual Cleaner Plus	1
Cleaner	5
Cleaner Plus	4
Facilities Management Building Officer	1
Public Health	5
Advanced Project Support Officer	1
Breastfeeding Support Worker	3
Casual Breastfeeding Support Worker	2
Consultant in Public Health	3
Health Check Officer	2
Health Improvement Practitioner - Feeding Halton	1
Health Improvement Practitioner - Stop Smoking	2
Health Improvement Specialist	3
Information Officer (Sure Start to Later Life)	1
Interim Director of Public Health	1
Lifestyle Advisor	5
Pest Control Operative	1
Pest Control Team Leader	1
Practice Manager - Health Improvement (Adult Healthy Lifestyles)	1
Practice Manager - Health Improvement (Start Well)	1
Project Officer - Testing (Public Health)	1
Public Health Intelligence Officer	2
Specialist Dietician	1
Specialist Dietitian	1
Casual Children's Health Trainer	2
Revenues and Benefits	1
Benefits Officer	1
School Meals Catering	55

Assistant Cook	1
Catering Supervisor	8
Kitchen Assistant	44
Mobile Catering Supervisor	1
School Meals Assistant Manager	1
Service Improvement	2
Senior Technical Officer	1
Systems Analyst (Client Applications - Care)	1
Sport and Recreation	6
Casual Centre Assistant	4
Centre Assistant	1
Community Sports Coach	1
Stadium and Catering Services	11
Bookings and Health & Safety Officer	1
Casual Stadium General Assistant	9
Grounds and Maintenance Officer	1
Team Around The Family / Locality Services	26
Carers Assessment and Support Officer	1
Children & Families Early Years Worker	3
Children and Young Peoples Tracking Services Officer	1
Deputy Day Care Manager	1
Early Help Family Worker	11
Early Help Officer	2
Early Help Parenting Co-ordinator	1
Early Years Practitioner	4
Senior Early Help Officer	2
Traffic, Risk and Emergency Planning, Health and Safety	7
School Crossing Operative	7
Urgent Care	10
Advanced Practitioner	7
Community Learning Disability Nurse	2
Customer Care Officer	1
Waste and Environmental Services	13
Casual Centre Assistant	3
Centre Assistant	1
Community Centre Supervisor	1
Community Engagement Officer	1
Environment Project Assistant	1
Waste and Recycling Driver/Chargehand	2
Waste and Recycling Operative	4
Grand Total	610

REPORT TO:	Corporate Policy and Performance Board
DATE:	6 th September 2022
REPORTING OFFICER:	Operational Director, Policy, People, Performance and Efficiency
PORTFOLIO:	Leader
SUBJECT:	Performance Management Reports for Quarter 1 of 2022/23
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 first quarter period to 30th June 2022.
- 1.2 Key priorities for development or improvement in 2022-23 were agreed by Members for the various functional areas reporting to the Board as detailed below:
 - Finance
 - Human Resources & Organisational Development
 - ICT and Administrative Support
 - Legal and Democracy
 - Catering, Stadium and Registration Services
 - Property Services

The report details progress made against 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 first 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 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 At the time at which Annual Business Plans are developed Directorate Risk Registers are also refreshed and updated.

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

Reporting Period: **Quarter 1 – 1st April 2022 to 30th June 2022**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the first quarter of 2022/23 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 It covers key priorities for development or improvement in the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.
 - Financial Services
 - Human Resources, Organisational Development, Policy, Performance and Efficiency
 - ICT Infrastructure
 - Legal and Democracy
 - Catering, Stadium and Registration Services
 - Property Services
- 1.3 The emergence of the global COVID19 pandemic early in 2020 has had a significant and unavoidable impact upon Council services the full extent of which is yet to become known. The Council, along with key partner agencies, has prioritised its resources upon mitigating the serious risks to public health, the protection of vulnerable residents, and the social cohesion of the local community. In developing appropriate responses to emerging national and local priorities this situation is likely to remain the case for the foreseeable future.
- 1.4 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 during the period which include:-

Financial Services

2.2 Benefits Division

Processing Times

At 30th June 2022 processing times for Housing Benefit and Council Tax Reduction were as follows: new claims 25.77 days and changes in circumstances 14.89 days.

Universal Credit Implementation

The Department for Works and Pensions (DWP) statistics indicate at 12th May 2022 there were 15,240 people within Halton claiming Universal Credit. On 25th April 2022 the Government made an announcement that all claimants on legacy benefits will be transferred to Universal Credit by the end of 2024.

Household Support Fund

A spending plan has been approved by Executive Board for the latest Household Support Fund (HSF) which covers the period 1st April 2022 – 30th September 2022. The Department for Works and Pensions guidance specifies that at least one third of the funding must be spent on vulnerable households with children, vulnerable pensioner households must receive at least one third of the HSF, and up to one third can be spent on other vulnerable households.

Halton has received £1,297,880 of funding, and is providing free school meal vouchers (£12) for the Summer half term (1 week), and for the 6 weeks Summer holidays to those children entitled to free school meals. This free school meal expenditure is estimated to be 49% of the total funding allocation. Pensioner households who are receiving council tax reduction will receive a payment of £120 paid directly into their bank account, and this assistance will represent approximately 40% of the HSF allocation. The remaining HSF allocation has been used by giving donations to local voluntary groups such as Halton Citizens Advice Bureau, the Runcorn and Widnes food banks and Halton Voluntary Action.

2.3 Revenues and Financial Management Division

2021/22 Financial Outturn and Statement of Accounts

The 2021/22 financial outturn position was reported to Executive Board on 16 June 2022. It reported net operational spend for the year was £1.195m above the approved budget, this excluded unfunded covid costs for the year of £1.118m which were met from reserves. The Council's General Fund balance as at 31 March 2022 reduced to £5.149m, representing 4.5% of the Council's 2022/23 net budget of £113.891m.

Work has been finalised on completing the Council's 2021/22 Statement of Accounts. The draft version of the Statement was published on the Council's website on Wednesday 13 July 2022. The Council's external auditor Grant Thornton UK LLP has since commenced audit of the accounts and is due to report their findings to Audit and Governance Board by the end of September 2022.

Council Tax and Business Rate Collection

Council tax collection for the first quarter of the year is 27.41%, down by 0.48% on this point last year. Cash collection for the year to date is £20.3m, this includes £0.7m collected in relation to previous year debt.

Council tax collection has been adversely impacted over the first quarter, as staff resources have had to be redirected to administer the energy rebate scheme. This has impacted on the volume of recovery action which the team were able to make.

Business rates collection for the first quarter of the year is 30.18%, up by 1.66% on this point last year. Cash collected for the year to date is £17.9m.

Energy Bills Rebate Scheme

On 03 February 2022 Government announced a package of support known as the Energy Bills Rebate Scheme to help households with rising energy bills. This included:

- A £150 non-repayable grant payment for households in council tax bands A to D, known as the Council Tax Rebate Grant.
- £144 million of discretionary funding for billing authorities to support households who are in need but are not eligible for the Council Tax Rebate Grant, known as the Discretionary Fund.

The Council commenced making these payments in May 2022 and to date 97.7% of eligible account holders have either received the £150 payment or have opted for this to be credited to their council tax account. Work is currently underway to distribute the discretionary funding

Covid Additional Relief Fund

In December 2021 the Department for Levelling Up, Housing and Communities (DLUHC) announced a new COVID-19 Additional Relief Fund (CARF) of £1.5 billion. The fund is available to support those businesses that pay business rates, who are affected by the pandemic but that are ineligible for existing support linked to business rates. Halton has been allocated an amount of £3.087m. On 17 February 2022 Executive Board approved a discretionary scheme allowing eligible businesses to apply for the relief.

Despite continued promotion of the scheme, including writing direct to certain businesses, there has been limited response from businesses. This is not unique to Halton but is evidenced across the region and nationally. Work is currently underway to enable grants to be auto-awarded to businesses to ensure the Council fund allocation is fully distributed.

2.4 Audit, Procurement & Operational Finance Division

Invoice Payment Performance

As at the end of quarter one, 92.08% of the Council's supplier invoices had been paid within 30 days of receipt.

Early Payment Scheme

The Council operates an early payment scheme for supplier invoices in partnership with Oxygen Finance Ltd. Under the scheme, suppliers participating in the scheme benefit from having their invoices paid ahead of the Council's standard 30 day payment terms in exchange for a small agreed rebate on the invoice value.

The Council's five-year contract with Oxygen expires in August 2022. Final preparations are underway to bring the scheme fully back in-house. This will provide the Council with more control and also ensure that 100% of the rebate generated from the scheme is retained by the Council. Income from the scheme amounted to approximately £50k in 2021/22.

Annual Governance Statement 2021/22

As required by the Accounts and Audit Regulations 2015 the Council's draft Annual Governance Statement 2021/22 (AGS) has been published on the Council's website. The document is produced following a review of the Council's governance arrangements and it explains the processes and procedures in place to enable the Council to carry out its functions effectively. An action plan is included within the statement to address any significant governance issues identified through the review.

Insurance – Highways Asset Management and Liability Review

The Council recently commissioned Zurich Municipal Underwriting to undertake a review of its risk management arrangements in regard to the management of its highways network. The review provided an assessment of the robustness of the arrangements for the prevention of accidents and the defence of claims.

The report noted that the Council is Band 3 on the Incentive Fund assessment, indicating the highest level of asset management performance. DFT data also shows the condition of ABC class roads as well as above average. The NHT survey for 2021 shows the Council to be performing above average for maintenance and with the highest overall score in the North West.

In terms of insurance, the Council's deductible (excess) is £600,000 per claim and there have been no insurance claims over this sum in the past 10 years. The report also noted a decrease in the number of claims over the past two years with a claim repudiation rate of 88% in 2020.

Human Resources, Organisational Development, Policy, Performance and Efficiency

2.5 Final accounting during the quarter shows that the service ended 2021/22 in a budget underspend position (£101k). Whilst the underspend resulted from staff vacancies and some degradation of service, it is positive that the services for the year were delivered within anticipated cost given the Council's wider financial position.

2.6 The three services within the HR Service Centre (Resourcing & Recruitment, Payroll & Pensions and Employment Relations) remain under significant pressure in the current year. This is largely due to a shifting external environment that is creating additional demand across all areas. It has become apparent that the service model adopted in 2017/18 may not be fit for purpose beyond 2022/23. Consequently the current service configuration will be examined and consideration given to how the Council's HR service may need to be re-shaped to deliver what is now required.

2.7 The service is currently supporting the People Directorate to recruit to the vacancies of Operational Director Children's Social Care and Operational Director Education, Inclusion and Provision. The recruitment process will incorporate a rigorous assessment stage, will run throughout Q2, and will be delivered collaboratively with North West Employers.

2.8 The Council has been reassessed for the Disability Confident Leader status and has successfully secured reaccreditation. This demonstrates the Council's ongoing commitment to inclusivity in its recruitment and retention practices. Further information can be accessed if required at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/848304/disability-confident-leader-level-3-pack.pdf

2.9 The Organisational Development Team has continued to support the Children's Social Care Improvement Plan with the development of the Practice Standards, Expectation and Guidance for Social Workers e-learning modules, Service Manager Development sessions and by leading on the Induction element of the Plan. The launch of Cohorts 5, 6 and 7 of the Leadership & Management Framework took place in quarter one.

The Organisational Development Team have delivered a number of tailored interventions to Corporate Communications, Finance Services, the Benefits Team and Leisure Services. These include Behavioural Science, Conflict Resolution, Absence Management and Managing Difficult Conversations. Currently working with the Policy & Performance Service in Adult Social Care to design and deliver a Team Development Day.

The Institute of Leadership & Management qualification level 3 began in April 2022 with 14 employees registered on the cohort. Session delivery and tutor support has been on-going and is planned to be completed at the end of July 2022.

2.10 The service has representation at the Elected Member Induction and is working with Members Services on the Elected Members Development Group to promote the e-learning platform

The first delivery of the 'Coaching for Performance' programme has been delivered in Q1 with really positive feedback, one delegate stated "this was definitely one of my favourite courses I've had in HBC and one I've learnt the most practical information and techniques from that I have already been able to apply and get great results from". Another Cohort is scheduled for delivery in September 2022.

An Adult Social Care e-learning Platform has been developed for external providers to access with 48 modules available. There is a nominal cost per employee for organisations taking it up, however this offer enables consistent availability of e-learning across the sector.

In terms of new e-learning modules, the 'Practice Standards, Expectation and Guidance for Social Workers' e-learning modules are now available for completion. The Team are currently working with the Information Governance Service to develop a GDPR e-learning modules that can be offered to schools. Therefore, reducing the time taken to deliver this in person which is time consuming and costly.

1922 e-learning modules have been completed in the quarter. The additions during the pandemic to the complement of learning packages that already existed has put the Council in a very positive place to continue to offer learning conveniently and efficiently.

2.11 Much of the Partnership working undertaken during the quarter has focused on the supporting of individuals from Ukraine, and those within the scope of the Asylum Seeker and Refugee Community.

The service has supported the coordination of the 'Homes for Ukraine' scheme within Halton, and has also undertaken work on promoting awareness of the Asylum Seeker agenda in the wider community. This has been well received and is designed to enable stakeholders to understand more clearly the national governance arrangements and Home Office responsibilities associated with this agenda.

ICT and Administration

2.12 Staff returning to the office locations, a large proportion of the ICT, Administrative and Customer Services staff throughout the COVID periods have rotated through the offices or have been in many cases permanently based within the offices; the proportion of staff that have been primarily based at home are now rotating through the office locations on a team-by-team basis or as part of a Rota system. This is working well, and all staff are supportive of the return with a 100% return linked to home working to maintain the hybrid working process across particular teams.

The ICT teams covered all emergency calls over this continued period of hybrid working effectively, with all calls resolved quickly without any disruption to key services. Software Systems and Hardware maintenance plans remain in place linked to out of hours and weekend working to compliment extended front-line working hours.

The Halton Cloud continues to support all 2600 internal/external desktop users with an average of 2000 concurrent external non-HBC/HBC Employee users connected into services at any one time from home, system uptime over this quarter has been excellent, whilst accommodating a considerable number of changes and adaptations to the requirements profile of our user base over this extended period of the pandemic and beyond.

2.13 The Records Management and Print Facility is fully operational and supporting the authority and its clients with new services being developed supporting the authority through centralising data and improving secure access to physical as well as digital data sets.

- Incoming mail scanning (corporate)
- Hybrid mail (corporate)
- RMU Office now open at Picow Farm Road
- Sefton invoicing contract services delivered throughout the lockdown
- Cemeteries administrative support
- Open Spaces Service support
- Courier service

2.14 Data audit: The scope of the Electronic records review increased to include data quality and email classification. Looking to further develop the IAR to include all Council records data not just personal data.

2.15 Post room consolidation (corporate): completed with linkages to new digitised postal services together with a review of software solutions to enhance this facility and create a corporate solution. **Courier service for Libraries:** Fully operational delivering services to the public. **Hybrid mail (corporate):** Care Home and CYPD Contracts teams added. Monthly HM data is being recorded to compare alongside physically franked mail to check correlation.

2.16 Schools ICT Programme: Halton Borough Council (HBC) ICT Services following the restructure has adapted and changed its services to schools and academies in order to meet the changing requirements of schools. The service offers a comprehensive package of support ranging from basic admin machine connection to the council network to scheduled technician visits, and have added services and key personnel supporting the technical requirements to improve the overall support

package from HBC. This service will now continue with the extended offer of GDPR support SLA's for all schools.

2.17 Administration: The service continues to support the organisation with teams spread across the authority whilst dealing with a constantly increasing demand for support. Recruitment remains an issue with the increased churn of staff moving on within the authority to new roles and people leaving the authority due to salary demands.

Contact Centre Statistics

Calls Received

2020 – 160,000

2021 - 171,000

Calls Answered

2020 – 83,000

2021 – 75,000

Cases

2020 – 112,300

2021 – 106,677

Service Area	2020	Percentage 2020	2021	Percentage 2021
Adult Social Care	18249	16.25%	21474	20.13%
Waste Management	20270	18.05%	20506	19.22%
Council Tax	21870	19.47%	19072	17.88%
EDT	10022	8.92%	10296	9.65%
Childrens Social Care	6769	6.03%	6985	6.55%
Corporate Processes	5617	5.00%	5158	4.84%
Registrar	3878	3.45%	3721	3.49%
Benefits	4232	3.77%	2979	2.79%
Environmental	3130	2.79%	2670	2.50%
Highways	2254	2.01%	2533	2.37%
Housing Solutions	1752	1.56%	1511	1.42%
Open Spaces	1223	1.09%	1322	1.24%
Unknown	3877	3.45%	1287	1.21%
HBC - OOH Procedures	1152	1.03%	1081	1.01%
Property Services	720	0.64%	759	0.71%
Halton Housing Trust	812	0.72%	758	0.71%
Education	883	0.79%	721	0.68%
Finance and Support Services	1072	0.95%	693	0.65%
Planning and Building Control	723	0.64%	693	0.65%
Revenues	989	0.88%	663	0.62%
Community And Leisure	448	0.40%	431	0.40%
Transportation	424	0.38%	396	0.37%
External Agencies	198	0.18%	200	0.19%
HDL - internal procedures	208	0.19%	196	0.18%
Legal and Licensing	188	0.17%	180	0.17%

Economy	162	0.14%	160	0.15%
Families Information Service	68	0.06%	72	0.07%
ICT Services	172	0.15%	72	0.07%
Risk and Emergency Planning	886	0.79%	49	0.05%
Human Resources	25	0.02%	20	0.02%
Tourist Information	7	0.01%	6	0.01%
HHT OOH	4	0.00%	5	0.00%
Youth Services	1	0.00%	4	0.00%
OLD SHPS - no longer used	7	0.01%	3	0.00%
Fleet Management - MOT	9	0.01%	1	0.00%
Grand Total	112301	100.00%	106677	100.00%

One Stop Shops

Service Area	2020	Percentage 2020	2021	Percentage 2021
Adult Social Care	8314	24.53%	7457	23.18%
Council Tax	6391	18.86%	6657	20.70%
Waste Management	4093	12.08%	3625	11.27%
Finance and Support Services	2404	7.09%	3403	10.58%
Corporate Processes	1900	5.61%	1669	5.19%
Environmental	1742	5.14%	1564	4.86%
Benefits	837	2.47%	1239	3.85%
Highways	1190	3.51%	1219	3.79%
Open Spaces	1031	3.04%	1058	3.29%
Unknown	1626	4.80%	476	1.48%
Housing Solutions	525	1.55%	438	1.36%
Property Services	519	1.53%	414	1.29%
Education	541	1.60%	374	1.16%
Transportation	460	1.36%	340	1.06%
Planning and Building Control	289	0.85%	334	1.04%
HDL - internal procedures	400	1.18%	280	0.87%
Registrar	277	0.82%	261	0.81%
Community And Leisure	307	0.91%	256	0.80%
Human Resources	17	0.05%	224	0.70%
Revenues	253	0.75%	199	0.62%
Childrens Social Care	93	0.27%	171	0.53%
Halton Housing Trust	83	0.24%	126	0.39%
Legal and Licensing	92	0.27%	124	0.39%
Economy	127	0.37%	95	0.30%
External Agencies	101	0.30%	86	0.27%
HBC - OOH Procedures	26	0.08%	23	0.07%
Risk and Emergency Planning	190	0.56%	15	0.05%

Tourist Information	17	0.05%	14	0.04%
Families Information Service	21	0.06%	13	0.04%
EDT	8	0.02%	6	0.02%
OLD SHPS - no longer used	0	0.00%	4	0.01%
Fleet Management - MOT	1	0.00%	1	0.00%
ICT Services	1	0.00%	1	0.00%
HHT OOH	10	0.03%	0	0.00%
Youth Services	1	0.00%	0	0.00%
Grand Total	33887	100.00%	32166	100.00%

Halton Lea

Service Area	2020	Percentage 2020	2021	Percentage 2021
Council Tax	5752	20.25%	5597	22.30%
Adult Social Care	5885	20.71%	4248	16.92%
Waste Management	2966	10.44%	2571	10.24%
Finance and Support Services	2655	9.35%	2474	9.86%
Benefits	1051	3.70%	1647	6.56%
Environmental	1314	4.63%	1378	5.49%
Corporate Processes	1044	3.67%	1165	4.64%
Open Spaces	805	2.83%	908	3.62%
Highways	942	3.32%	899	3.58%
Unknown	1878	6.61%	786	3.13%
Transportation	513	1.81%	433	1.72%
Education	507	1.78%	399	1.59%
Housing Solutions	420	1.48%	391	1.56%
Community And Leisure	275	0.97%	255	1.02%
Childrens Social Care	416	1.46%	251	1.00%
HDL - internal procedures	598	2.10%	248	0.99%
Property Services	227	0.80%	244	0.97%
Planning and Building Control	238	0.84%	226	0.90%
Human Resources	11	0.04%	175	0.70%
Registrar	170	0.60%	162	0.65%
Revenues	161	0.57%	158	0.63%
Halton Housing Trust	120	0.42%	146	0.58%
External Agencies	105	0.37%	126	0.50%
ICT Services	2	0.01%	73	0.29%
Economy	92	0.32%	61	0.24%
Tourist Information	18	0.06%	36	0.14%
Families Information Service	41	0.14%	13	0.05%
Risk and Emergency Planning	101	0.36%	12	0.05%
HBC - OOH Procedures	18	0.06%	9	0.04%
EDT	11	0.04%	5	0.02%
HHT OOH	2	0.01%	3	0.01%

Youth Services	1	0.00%	2	0.01%
Fleet Management - MOT	4	0.01%	1	0.00%
Legal and Licensing	67	0.24%	1	0.00%
Grand Total	28410	100.00%	25103	100.00%

Legal and Democracy

2.18 Local elections were carried out successfully on 5 May and the induction of the new members were completed on 11 & 12 May.

Annual Council approved the revised Constitution and minor revisions to the Members Code of Conduct on 20 May. Councillor Mark Dennett was appointed Mayor of Halton for 2022/23, with Councillor Val Hill as the Deputy Mayor.

Key appointments have been made in Democratic Services, will just one post now in the process of being filled.

Catering, Stadium and Registration Services

2.19 No return provided

Property Services

2.20 Regeneration Town Centres

Runcorn Town Deal

Work is progressing, led by Amion, to complete the Towns Fund project business cases for sign off by the Section 151 officer and submission to Government by the beginning of August. Unlock Runcorn and the Community Housing project have requested and received a 3 month extension for this work. DWF have been appointed to provide Subsidy Control advice for each of the projects.

Further project development on all seven Towns Fund projects continues including working to RIBA 2 for the Runcorn Station Quarter the enterprise centre, the community housing project and the equivalent for Unlock Runcorn and RIBA 3 for Brindley Theatre and the Creative and Digital Skills Centre.

Work continues on the renovation of 71 High street, the first phase of the Digital and Creative Skills centre which currently should be completed late August/early September.

Halton Lea

The LCR town centre funding has almost completed however the Health Hub has required some additional steel to support the partitions which has resulted in a further delay; works now due to complete in August with the unit opening in September.

A levelling up capital funding bid up to £20m for Halton Lea will be submitted by the deadline of 12:00 noon on Wednesday 6 July 2022.

2.21 Regeneration Non-Town Centres

Sci-Tech Daresbury

- Project Violet, now completed and continues to progress towards full occupancy. Currently at 85%.
- The JV continues to progress proposals for the next phases of delivery of the masterplan including Ultra Violet lab space and a new canal crossing at Keckwick Lane.

Murdishaw

- There have been some delays in commencing on site with the refurbishment and retrofit of the bungalows due to procurement and cost challenges. These have been discussed with local customer champions and it is anticipated to be on site in the next quarter.
- The community design team continue to work with Onward on developing a business case for a new facility in the former Boxing Club. Proposals also in development for the improvement of the Gorsewood area.
- Grounds maintenance across the estate has been co-ordinated across Onward and Riverside with ongoing liaison with HBC Open Spaces. Generally positive response from the community to the improvements delivered.

West Runcorn Employment Growth Area

- Identified as a priority within the Mersey Gateway Regeneration Plan, West Runcorn is becoming an increasing focus for work of Departmental officers.
- INOVYN (part of the INEOS Group) have [made public](#) their intention to develop a Hydrogen Centre of Excellence at their Runcorn site. This would represent a significant investment in research and development in Halton and support longer term growth in green industry and jobs. The Council are providing business and regeneration support to the project.
- The Liverpool City Region Combined Authority has now submitted the Full Business Case for establishing a LCR Freeport. This includes the opportunity for a new custom site at Port of Weston, a significant brownfield employment site.
- The business case includes a provisional allocation of £6.5m of capital seed funding towards much needed infrastructure to unlock the Port of Weston through improved surface access to the Port to make the site more attract for investment and also reduce commercial traffic within residential areas.
- Officers are now working with the Combined Authority and other partners to progress infrastructure design and feasibility works, subject to securing seed funding.

Home Energy Retrofit Programmes

- In line with objectives and targets set out with the Halton Climate Change Action Plan 2022 – 2027, delivery and administration of home energy retrofit grant schemes is becoming a growing task for officers. Present schemes include:
 - £1.04 Million Green Homes Grant – Target to improve 129 homes. Delivery commenced in October 2021 with completion extended by BEIS to September 2022; and
 - £4.65 Million Sustainable Warmth Fund - Target to improve 442 homes. Currently in mobilisation phase with completion by March 2023.

3MG

3MG has entered its final year of delivery with the final land disposal of HBC Field imminent. Liberty Park is gaining pace and 107 is now occupied. Over the next 24 months some 700,000 square feet of floor space will come into use.

A planning application has been submitted for HNB Field and has entered a period of consultation.

Astmoor

A Joint Venture partner has now been appointed – Langtree PLC – to work with the Council to implement the Astmoor Regeneration Masterplan. The inception meeting has taken place and the project is currently at contract stage. The initial project priority will be to map supply against demand – and subsequently act upon this. This project is cost-neutral to the Council (other than legal costs).

Foundry Lane:

The Foundry Lane project will transform a failed industrial estate in Halebank, Widnes, into a thriving housing estate of mixed tenure, high quality homes – circa 350 in total – keying into the existing Barratt Homes estate immediately adjacent. The project will run from 2022 to 2027. The project is currently at a critical stage – with financial viability now secured via the injection of LCR Combined Authority grant funding from the Brownfield Land Fund. Now that this funding is in place, ‘spade in ground’ will occur in July 2022.

2.22 Business Improvement and Growth

The Business Improvement and Growth Team is going through a period of transition emerging from the special measures that the team were working under through the pandemic. The result of this is that the team has commenced with a communication and engagement plan to improve engagement with the business community which became constrained through the pandemic.

The Business Brief has reverted to a monthly publication focusing upon the quality of the business growth articles rather than getting business critical information to businesses in peril looking for Covid-19 support and grant support.

Liverpool City Region operations have likewise started to recommence and of most importance is the Investment Board is now meeting on a regular basis with a view to delivering specific investment programmes.

The Business Growth Programme is fully operational again with the company visits, diagnostic and allocation of appropriate consultants to work with businesses to provide specialist advice to assist the business with progress.

3.0 Emerging Issues

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

Financial Services

3.2 Benefits Division

DWP measures to improve access to home ownership

On 9th June 2022 the Government announced a package of measures that will improve access to home Ownership, which include the following:

- Local Housing Allowance for those buying a new home
- Change capital rules for housing support
- Support for Mortgage Interest
- Exploring ways to use housing benefits bill more effectively

The measures are still being worked up including the impact on housing benefit entitlement.

3.3 Revenues and Financial Management Division

Levelling Up and Regeneration Bill

The Levelling Up and Regeneration Bill was published on 11 May 2022, the draft version includes two changes to council tax charges.

- 1) Part 2, Chapter 2 clause 72 of the Bill introduces a change to the existing definition of ‘long term’ empty which is currently defined as a minimum of two years. The Bill reduces this minimum definition to one year before a discretionary premium to the council tax charge can be applied.
- 2) Part 2, Chapter 2 clause 73 offers the discretion to local authorities to increase the council tax payable on a dwelling where there is no resident, and which is substantially furnished (typically referred to as second homes). It introduces a premium of up to 100%.

Pending legislation, it is expected the earliest these additional discretionary premiums can be applied is April 2024.

3.4 Audit, Procurement and Operational Finance Division

Cap on Care Costs

In July 2022, the Government issued revised operational guidance on implementing the cap on care costs. The purpose of the cap is to protect people from unpredictable care costs by limiting the costs a person in England will need to face to meet their eligible care and support needs in their lifetime. From October 2023 the cap will be set at £86,000.

Thereafter, an annual review will assess and determine whether this amount should be adjusted to take account of inflation. Anyone assessed by a local authority as having eligible care and support needs, whether a new entrant or an existing social care user, can begin to progress towards the cap from October 2023 onwards. This includes individuals who currently self-fund their own care and are not currently known to the Council.

The introduction of the charging reforms will create new requirements in terms of the Council's information systems and processes. It will also create additional staffing requirements to manage demand and deliver an increased number of financial assessments and reviews, and to maintain an individual care account for each social care user. Work is currently ongoing to fully understand the implications of the revised guidance and to make preparations for implementation of the new arrangements.

Human Resources, Organisational Development, Policy, Performance and Efficiency

3.5 Harsh labour market conditions continue to create challenges in the resourcing of some service areas, notably technical professional (e.g. Highways engineering), care services, children's social care, leisure services, and administrative roles. Unfortunately, this trend is now also spreading to roles that were previously relatively easy to recruit to. A tightened labour market has now emerged and many roles when advertised attract low numbers of applicants, or none at all. This is the subject of a further report to the Corporate Policy & Performance Board on 6th September 2022.

Linked to the issues above, the use of agency workers increased dramatically during 2021/22 in order to meet many new and additional demands in the Care, Public Health, and Children's Services areas. Length of placements has increased and costs have exceeded the anticipated target levels. In funding terms, a large part of the cost has been covered by COVID specific allocations from government. There will however need to be a controlled downscaling of the use of such resources across the year to contain budgets.

3.6 As the country and the Local Government sector looks beyond the pandemic, the service will be instrumental in supporting an organisational change programme – The Future Work Programme - to adapt to revised working practices and ways of working over the longer term. This is likely to include the evaluation and implementation of new HR policy and procedure, which will be developed in conjunction with the Council's joint trade unions. In the summer of 2022/23 a review of office accommodation will be undertaken, which will then drive the availability of space moving forward, around which desk ratios and working practices will be developed.

ICT and Administration

3.7 The rollout of M365 (Office 365) has now started in anger with the advent of the new Microsoft Agreements signed and completed in June. This will now allow the ICT service the opportunity to evolve the on premise-based services and start to utilise the new and powerful cloud-based systems and services associated with the E5 licensing agreement that is now in place.

This new licensing agreement now encompasses telephony in the form of Teams, together with a multitude of additional services that will be incrementally introduced to our user base over the next 12 – 18 months.

As you may have noticed the 1st part of this development was to migrate our vast email estate over to the Microsoft cloud this introduced a small number of issues to just over 100 people but in comparison to date over 2000 accounts have moved seamlessly without issue or any change to our client's user experience. This was a major task for the teams involved and should be noted given the considerable efforts and out of hours work undertaken to complete this.

Now the base level has been completed with our Directory Services and Email moved to M365, the next considerable task ahead of the team will be to integrate and move SharePoint service and all associated data sets and My Document Folders – again this is a considerable task and is currently within the planning stage – this will link all users with their data sets and then allow the new and innovative services associated with Teams and SharePoint to be introduced to the user base.

As noted, Teams will over the coming months become the main telephony system as at some point Skype will be decommissioned and all users will be moved over to the M365 cloud-based telephony solution Teams.

Training will form a large part of this roll-out with on-line resources being made available to all users as well as the creation of “Super Users” who will be offered additional training to support their colleagues from within the teams. Admin will form the main base for our training plan as well as other users that may come forward for the additional training allowing a wider training resource rather than a bottle neck at the helpdesk as we only have 2 people within this area.

In addition to the M365 changes considerable efforts are also underway to upgrade and update the desktop experience, this will bring with it additional and essential security update and management systems that will secure and support our corporate devices from Mobile Phones, iPads and Laptops.

Linked to this upgrades and updates will be introduced to the VDi environment support M365 and the Security changes.

Legal and Democracy

3.8 The work carried out with officers across Merseyside and Cheshire has continued, with the proposal for a new joint health scrutiny committee and associated protocol being brought to Council in July.

Considerable demands are still being placed on the Legal Team, particularly in terms of supporting major projects and children’s social care.

Community & Environment

3.9 Catering & Registration Services

No return provided Q1

Property Services

3.10 Regeneration – Town Centres

Currently the team are focused on the Runcorn Towns Fund £23.6m and a Levelling up bid for Halton Lea. This limits the short term capacity to look at other potential Town Centre Projects.

The Levelling Up and Regeneration Bill had its first 11 May 2022, which looks at how to deliver against some of the items set out in the Levelling Up White Paper and how to incorporate some of the proposals for planning reform outlined in the earlier Planning for the Future White Paper where they support Levelling Up. Currently included are changes to outdoor seating arrangements, rental auctions to fill vacant commercial property, such as shops and changes to compulsory purchase powers. The Bill will also empower local authorities to double the standard council tax rate on any home left empty for longer than a year, rather than two.

3.11 Property Services (Operations)

Accommodation review/Agile working/return to the office

COVID-19 necessitated the need for home working which proved very successful. As all COVID measures have been removed and life returns to normal this shift in working arrangements has presented us with the opportunity to embrace more flexible working arrangements on a more permanent basis in the future. In parallel with this a review of our office accommodation will be undertaken to assess the opportunities this new more flexible way of working presents in terms of rationalising our office accommodation further.

Carbon emission targets

Halton's Climate Change Action Plan has set a target for the Council's own carbon emissions to reach net zero by 2040 in line with the Liverpool City region. The first phase of feasibility studies in respect of decarbonising our buildings has been undertaken. Additional funding has been applied for in respect of developing a heat plan and to develop the initial feasibility work undertaken in order to be in a position to apply to the Decarbonisation fund when the next round of bidding goes live in the Autumn.

4.0 High Priority Equality Actions

- 4.1 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.
- 4.2 The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:
<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

5.0 Performance Overview


- 5.1 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.
- 5.2 It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.

- 5.3 Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.


Financial Management



Key Objectives / Milestones

Ref	Objective
FS 01	Set the Revenue Budget, Capital Programme and Recommend Council Tax.


Milestone	Progress Q1	Supporting Commentary
Report 2023-26 Medium Term Financial Strategy to Executive Board - November 2022 .		On target to report the Medium Term Financial Strategy to Executive Board in November 2022. The financial forecast is being regularly updated.
Report 2023/24 revenue budget, capital programme and council tax to Council - March 2023 .		Work has commenced with Management Team and the Budget Working Group to develop budget proposals for 2023/24 onwards.

Ref	Objective
FS 02	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports.


Milestone	Progress Q1	Supporting Commentary
Provide monthly financial reports to budget holders within 8 days of month end .		Reports all issued on schedule to date.

Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.		Quarter 1 reports are in the process of being finalised and will be shared with Operational Directors for inclusion in Performance Monitoring Reports.
Provide quarterly monitoring and forecasting reports on the overall budget to Executive Board.		Quarter 1 monitoring report on the overall budget will go to Executive Board on 15 September 2022.

Ref	Objective
FS 03	Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by preparing the statutory Statement of Accounts in accordance with the latest accounting standards.



Milestone	Progress Q1	Supporting Commentary
Publish the Statement of Accounts following external audit and the Annual Governance Statement, by the statutory deadline of 30th November 2022 .		The draft accounts were published and shared with the External Auditor on 13 July 2022, ahead of the deadline of 31 July 2022. The external audit is underway and it is planned for findings to be reported to Audit and Governance Board by the end of September 2022.

Ref	Objective
FS 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	Progress Q1	Supporting Commentary
Establish Treasury Management Policy and report to Council - March 2022 .		Treasury Management Policy reported to Council on 02 March 2022

Provide monitoring reports to Executive Board on a bi-annual basis.		On track to report to Executive Board.
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Ref	Objective
FS 05	Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.

Milestone	Progress Q1	Supporting Commentary
Establish and report prudential indicators to Council - March 2022.		Prudential indicators reported to Council on 02 March 2022
Provide monitoring reports to the Executive Board on a bi-annual basis.		On track to report to Executive Board

Key Performance Indicators







Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
FS LI 01	Receive an unqualified external audit opinion on the Council's statutory Statement of Accounts.	Yes	Awaited		U	N/A	External Auditor is expected to provide the audit opinion, at the earliest by 30 th September 2022.
FS LI 02	Receive an unqualified VFM opinion from the Council's External Auditor	Yes	Awaited		U	N/A	External Auditor is expected to provide the VFM opinion, at the earliest by 30 th September 2022.
FS LI 03	Proportion of Council Tax that was due that was collected	94.14%	94.25%	27.41%	U	↓	This is down by 0.48% compared with the same point last year. Adversely impacted by staff resources being required to administer the energy rebate scheme at the expense of undertaking on-going

							recovery action.
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	96.18%	97.50%	30.18%			This is up by 1.66% compared with the same point last year.
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	16.22	18	25.77			Although performance is worse than last year, actions have been taken to improve the new claims processing times.
FS LI 06	Average time for processing notifications of changes in circumstances	4.82	8	14.89			Performance is 2 days better than last year, and similar to new claims above measures are being taken to improve the changes in circumstances figure.
FS LI 07	Proportion of all supplier invoices paid within 30 days (including disputed invoices)	92.6%	93.0%	92.08%			Invoice payment performance times are marginally down when compared to this point in 2021/22.



Policy, People, Performance & Efficiency Service

Key Objectives / milestones



Ref	Objective
PPPE 01	To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions, to include the development of bespoke Learning & Development offerings to individual service areas.

Milestone	Progress Q1	Supporting Commentary
Promote and take forward the delivery of actions identified within the Organisational Development Strategy June 2022		This is on target with all themes being given attention. Due to the delay in starting some work resulting from the pandemic, the strategy will likely be augmented slightly and rolled forward at the end of 2022/23 to become the 2023 – 26 strategy
Review and refresh annual training calendar September 2022.		On target
Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2022, and March 2023.		On target. Refer to Key Developments for further information.
Embed knowledge and skills gained from Senior Leadership and Management Development Programmes (MBA / MSc) December 2022.		On target
Complete delivery of in-house modular Leadership and Management development activity March 2023.		On target
Monitor the embedding of knowledge and skills gained in-house modular Leadership and Management development activity. Ongoing and report in March 2023.		On target, although some concerns around attendance on modules which will be raised with senior management.

Ref	Objective
PPPE 02	Implement the Apprenticeship Policy to support the establishment of apprenticeships across the Council, and optimise return on the Apprenticeship Levy.


Milestone	Progress Q1	Supporting Commentary
Establish 10 new apprentice placements within Council services, compliant with the requirements of apprenticeship legislation March 2023.		On target. 8 apprentice opportunities advertised July 2022
Establish 20 new existing employee apprenticeships to enable up-skilling in a range of business areas, compliant with the requirements of apprenticeship legislation March 2023.		On target

Ref	Objective
PPE 03	Optimise the use of the Agency Worker contract across Council services, to secure ongoing reductions in the incidence and cost of agency usage, and to ensure that correct and appropriate resourcing solutions are being deployed across Council services.




Milestone	Progress Q1	Supporting Commentary
Review and consider most appropriate resourcing mix in collaboration with service management in areas of highest agency usage December 2023.		A more programmed approach will be taken to this given the changing labour market conditions. Refer to Emerging Issues for more detail
Implement resourcing plans with service management in appropriate areas December 2023.		As above.

Ref	Objective
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PPE 04	Work with high demand service areas to develop and implement effective recruitment programmes, optimising labour market engagement to attract high quality candidates.
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







Milestone	Progress Q1	Supporting Commentary
Identify service areas with highest consistent recruitment demand, turnover, and low attraction rates September 2022.		A more programmed approach will be taken to this given the changing labour market conditions. Refer to Emerging Issues for more detail.
Implement project based recruitment plans with service management in appropriate areas December 2022.		A more programmed approach will be taken to this given the changing labour market conditions. Refer to Emerging Issues for more detail.
Corroborate out-turns of linked KPI's to assess effectiveness of approach to resourcing June, September, December 2022, and March 2023.		Market conditions making resourcing difficult across many areas, thus effectiveness of service may appear sub-optimal.







Ref	Objective
PPE 05	Develop and implement an organisation wide change programme – The Future Work Programme - to evaluate and introduce revised working practices following to meet the requirements of the changing labour market and employee expectation in the post-pandemic environment (to include use of accommodation, HR policy and practice, wellbeing support, application of technology)

Milestone	Progress Q1	Supporting Commentary
Identify programme priorities and develop accommodation review workstream (in conjunction with EEP Dept) June 2022.		Accommodation review workstream in progress at July 2022.
Mobilise programme workstream groups and commence baselining and evaluation work. October 2022.		On target
Conduct evaluation and feasibility work to inform design of new policy and practice in Council workplaces March 2023.		On target

Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	12.94 (Days)	9.5 (Days)	3.13			Increase over same period last year. Staff absence has returned to pre-COVID levels.
PPPE LI 02	Percentage of Employees without sickness	68.19	70.00	84.3			On target but worse than same time last year, however the impact of COVID measures in 2021/22 will have skewed the figures to some degree.
PPPE LI 03	Total Full Time Equivalent Staffing Establishment (Indicator for information only)	3,250	For information Only	3,220	For information Only	For information Only	Reported for information purposes only.
PPPE LI 04	Total Staff (head count) (Indicator for information only)	4,233		4,174			
PPPE LI 05	Total Agency Worker Usage (number of placements – year to date)	919	650	319			Q1 outturn suggests target likely to be missed. Associated narrative included in Emerging Issues section above.
PPPE LI 06	Total Agency Worker Cost (cumulative gross cost – year to date)	£8.3m	£5.0m	£1.94m			Q1 outturn suggests target likely to be missed. Associated







							narrative included in Emerging Issues section above.
PPPE LI 07	Number of apprenticeship placements established in the Council. (Cumulative – year to date)	2	10	0			Work commenced during quarter to set up 8 new placements.
PPPE LI 08	% of training delegates attending as proportion of places reserved:						Some concerns emerging around attendance on modules which will be raised with senior management.
	Face to face	100	95	88			
	Virtual	95	95	80			
PPPE L109	The percentage of top 5% of earners that are:	64.2%	55%	61.31%			Positive movement on component indicator (a), which follows improvement in last 2 years. Fluctuation exists in (b) and (c), due to turnover. It should be noted that recruitment in to the top 5% of earners is generally limited, and as such scope for significant change is low.
	a) Women						
	b) From BME communities	2.67%	2.0%	2.78%			
	c) With disability	1.25%	8.0%	0%			

PPPE LI 10	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.25%	10.00%	1.26%			Fluctuation exists due to turnover and the indicator outturn reflects self-declaration. The 10% target reflects the wider Halton community. Despite the mismatch, it is important that this indicator continues to be monitored.
PPPE LI 11	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	1.06%			Shows improvement however fluctuation exists due to turnover and outturn tends to hover around target level.
PPPE LI 12	Average time to recruit (Applicant Tracking System reported figure)	19 Days	15 Days	17 Days			Stable outturn, particularly in context of increased demand.





ICT and Administrative Support Services

Key Objectives / milestones


Ref	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	Progress Q1	Supporting Commentary
Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2023.		Enhancements to the Halton Cloud platform continues at pace with the integration of Vendor Horizon 8 cloud-based systems and services within our own platform.
Further development of Cloud Services Platform - March 2023.		Enhancement planned in line with vendor software release up to and inclusive of the 31 st December 2021 (due to licensing restrictions) to enhance functionality and the user experience
SharePoint and Records Management enhancements through the E5 licensing model - March 2023.		Enhancement planned in line with vendor software release to enhance functionality and the user experience
Continued development of Interactive Web Services, Enhancement and further SharePoint Integration - March 2023.		Enhancement planned in line with vendor software release to enhance functionality and the user experience
Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2023.		This will remain a focus together with the development of existing client opportunity. Mersey Travel, LCR and Sefton together with the Cemeteries system deployed to a 3rd party. Other opportunities for the deployment of Agresso together with other systems are currently under discussion.
Continued compliance with Central Government and NCSC Security guidelines and compliance requirements – March 2023.		Changes and enhancements are managed on a daily basis as the ever changing security landscape evolves and threats change on a daily basis – compliance with NCSC regulations and corporate and client needs remain a focus.





Ref	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 and GDPR process.





Milestone	Progress Q1	Supporting Commentary
Continuing improvements, enhancements and commercial use of Cloud system - March 2023.		All of the authorities' internal and external clients now successfully utilise this solution – delivering HBC services to partners, clients and internal users.
Continuing workflow implementation together with a centralised and online postage systems - March 2023.		Continuing to support the technology developments as well as administrative process across the authority.
Improvement and enhancement of all web-based customer interfaces - March 2023.		This continues to be a primary focus with content and facilities evolving monthly, in line with the ICT development programme and business requirement. A review of the design solution has taken place with development tools constantly being assessed.
Continued development of document management and distribution services - March 2023.		The Records Management Unit is central to the development of the multitude of projects associated with data governance, digitisation of paper records and the development of many services such as centralised post and print – with the Hybrid Mail project under development - this focus will remain.

Ref	Objective
ICT 03	The implementation of a range of new corporate wide facilities including cloud and web service solutions, records & document management enhancement, business process workflow, corporate desktop portal.

Milestone	Progress Q1	Supporting Commentary
Continual development of the I Want Admin/Finance/HR Portals - March 2023.		Through enhancements linked to the Records Management Unit and the

		proposed procedural evaluation of the service developments will evolve in line with business need, together with technical developments underway through our own in-house systems development team.
Develop and enhance operational Records management Unit Services - March 2023.		This is a constantly evolving process, and one that is now attracting and taking advantage of commercial opportunity.
The continued development of corporate administrative and customer service procedural services and support solutions March 2023.		This is a constantly evolving process for the teams supporting our client departments and teams through to the customer service deliverables within the contact centre and the increasing face to face requirements of our residents through the One Stop Shop's within Runcorn and Widnes.

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
ICT LI 01	Average availability of the Council's operational servers (%).	99.98	99.00	99			Remains in line with target and SLA, linked to Halton Cloud Data Centre configuration. A real achievement given the considerable levels of work undertaken over this period mainly out of hours.
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.97	99.00	99			Remains in line with target and SLA. Inclusive of planned down time out of hours. Especially during these times of new

							working arrangements when connectivity to the centre is key.
ICT LI 03	School Support SLA: % of calls responded to within <u>agreed</u> target*:						Again, this has been an unusual time with schools impacted by the pandemic and the support required evolving to support our clients within the boundaries of the SLA. New working practices are now in place to safeguard staff and clients – these service solutions will be retained as our clients prefer the new working models.
	Priority 1	100	85.00	100			
	Priority 2	100	90.00	100			
	Priority 3	100	95.00	100			
	Priority 4	100	95.00	98			
ICT LI 04	Average working days from delivery to completion of a new PC.	5 (Days)	5 (Days)	1 (Days)			New procedures are in place, with the advent of a full VDi based workforce all desktop's can be replaced the same day – a process is in place for home workers to drop off and collect a new device again a same day service.

Community & Environment

Key Objectives / milestones No Return Provided Q1

Ref	Milestones	Q2 Progress
CE 01a	Deliver a promotion and educational campaign (school meals) - September 2021 and January 2022 .	-

Supporting Commentary

No Return Provided Q1

Key Performance Indicators

No Return Provided Q1

Ref	Measure	20 / 21 Actual	21 / 22 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	Data unavailable	75%	-	-	-
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	Data unavailable	60%	-	-	-
CE LI 03	Take up of school lunches (%) – primary schools.	Data unavailable	60%	-	-	-
CE LI 04	Take up of school lunches (%) – secondary schools.	Data unavailable	50%	-	-	-

Supporting Commentary



No Return Provided Q1

Legal & Democracy



Ref	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	Progress Q1	Supporting Commentary
Review constitution - May 2022		The revised constitution has been approved

Ref	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	Progress Q1	Supporting Commentary
To ensure that all members have been given the opportunity of a having a MAP meeting where desired.		All members have been offered a MAP meeting.
To induct all new members by October 2022		All new Members have been inducted.

Key Performance Indicators




Ref	Description	Actual 2021/22	Target 2022/23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
LD LI 01	No of Members with Personal Development Plans (54 Total).	54 (100%)	54 (100%)	54 (100%)			All Members are offered a MAP. All newly elected Members completed an initial MAP in May 2022.

							It is a matter of personal choice.
LD LI 02	Percentage of Members attending at least one organised Training Event.	51 (94%)	54 (100%)	21 (39%)			All Members are offered a hybrid development programme via in-house officer training and e-Learning via the L&D Portal. Take up has been positive so far, but ultimately, it is a matter of personal choice for Members.
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10 (Days)	10 (Days)	10 (Days)			The target has been met.
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	3 (Days)	3 (Days)	3 (Days)			The target has been met.
LD LI 05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%			The target has been met.





Property Services


Key Objectives / milestones







Ref	Objective
EEP 02	Environment and Urban Renewal

Milestone	Progress Q1	Supporting Commentary
To prepare the Town Investment Plan Business Case(s) for Runcorn by 31st July 2022		Work is in progress. The Government deadline for submission of the seven project business cases is 4 th August 2022, however the Unlock Runcorn and the community homes projects have an agreed 3 month submission extension.
To prepare a Halton Lea Levelling Up Bid by July 2022		Metro Dynamics have completed a draft Investment Plan for Halton Lea.
To prepare a governance structure for Halton Lea to oversee a range of programmes from stakeholders by September 2022		Work is underway to prepare a governance structure for Halton Lea and this should be in place by September 2022. The levelling up bid is currently taking priority.

Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 1 Position	Current Progress	Direction of Travel	Supporting Commentary
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e).	9770 tonnes CO ₂ Actual 2020/21	9672 tonnes CO ₂ target 2021/22	n/a			The emissions for 2020/21 were 9,770 tonnes which equated to a 13.9% overall reduction on the 2019/20 emissions.
EEP LI 02	Capital receipts	£280,000	£1.5m based on an estimate	£0			Transactions underway - Linner

			for the amount and timing of receipts as at 20/5/2021				Cottage and outbuildings and yard, Widnes; Site at Desoto Road and Queensway, Widnes (former handback land) and land Ditton Road Widnes(r/o Feralco). Treasury Management report of estimate for land receipts to be presented to the Asset Management Working Group 28 July 2022
EEP LI 03	Commercial and investment portfolio – rent receivable against the budget to monitor receipt of income of rents and service charges.	Investment £44,300 Commercial £574,916	Investment £53,467 Commercial £663,613	Investment £20,779 Commercial £110,507	u		No 5 Granville St Runcorn – new tenant secured to commence 1 July. Other vacant units, former Frankie and Bennies unit at the Hive. A shortfall of income is predicted over the year of £116,000 to exclude the income from the lease of no 29 – 31 Moor Lane, Widnes (Enterprise)

							which ended 14 June 2022.
EEP LI 04	Occupancy rates of commercial and investment portfolio.	100 % Investment 89% commercial	100 % Investment 90% commercial	100% Investment 92% commercial			There are 8 vacant properties which will be on the market or unable to market until refurbishment works eg 71 High St Runcorn or where negotiations have not been concluded
EEP LI 05	Occupancy of Widnes Market Hall.	95%	96%	92%			There has been a couple of traders leave the Market in the 1 st quarter hence the figure is currently down on year end.
EEP LI 06	Unit Costs – office accommodation space (reported annually).	1317sqm	1251sqm	n/a			There was a significant investment in LED lighting included in last year's figures hence they increased from the previous year.

7.0 Financial Statements

FINANCE DEPARTMENT**Revenue Budget as at 30 June 2022**

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	6,037	1,442	1,424	18	70
Insurances	912	576	567	9	37
Supplies & Services	306	186	176	10	40
Rent Allowances	35,500	6,635	6,635	0	0
Non HRA Rent Rebates	70	0	0	0	0
Discretionary Social Fund	106	34	34	0	0
Discretionary Social Fund Household Su	0	0	3	(3)	(3)
Discretionary Housing Payments	300	36	36	0	0
Concessionary Travel	1,898	123	108	15	60
LCR Levy	2,241	2,241	2,241	0	0
Transfer to Reserves	17	4	0	4	17
Bad Debt Provision	77	0	0	0	0
Total Expenditure	47,464	11,277	11,224	53	221
Income					
Rent Allowances	-35,300	-4,572	-4,488	(84)	(333)
Non HRA Rent Rebate	-70	-30	-30	0	0
Burdens Grant	-60	-60	-87	27	27
Dedicated schools Grant	-111	0	0	0	0
Discretionary Housing Payment Grant	-300	-91	-91	0	0
Housing Benefits Admin Grant	-515	-86	-86	0	0
Universal Credits	-5	-5	-5	0	0
Council Tax Admin Grant	-204	-204	-211	7	7
Household Support Fund Grant	0	0	0	0	3
Council Tax Liability Order	-501	-83	-83	0	0
Business Rates Admin Grant	-155	0	0	0	0
VEP Grant	0	0	-9	9	8
Council Tax Rebate Scheme Admin Gra	0	0	-79	79	79
Schools SLAs	-278	0	0	0	0
LCR Reimbursement	-2,241	-2,241	-2,241	0	0
Other Fees & Charges	-264	-84	-80	(4)	(16)
Reimbursements & Other Grants	-111	-15	-25	10	41
CCG McMillan Reimbursement	-82	0	0	0	0
Transfer from Reserves	-133	-119	-119	0	0
Total Income	-40,330	-7,590	-7,634	44	(184)
Net Operational Expenditure	7,134	3,687	3,590	97	37
Recharges					
Premises Support	227	57	57	0	0
Central Support	2,518	629	629	0	0
Recharge Income	-5,753	-1,438	-1,438	0	0
Net Total Recharges	-3,008	-752	-752	0	0
Net Departmental Expenditure	4,126	2,935	2,838	97	37

Comments on the above figures

In overall terms revenue spending at the end of quarter 1 is £0.097m below the approved budget. Forecast outturn position is estimated for net spend to be £0.037 below budget by financial year-end.

Employees spend is projected to be under the approved budget. This is due to vacancies within Financial Management and Audit, Procurement & Operational Finance divisions. Delays on recruitment has been reflected in projections but these could change dependant on when posts are filled.

Insurance costs is below budget in relation to premiums paid. It should be noted that insurance budgets are dependent on claims received and excesses paid. It is not possible to project future costs with regard to these and so can have an impact at financial outturn.

Supplies and services spend is showing a forecast underspend against budget across all divisions, but figures are only estimated projections so could change.

Concessionary travel costs for the year are estimated to come in under budget but this is only an estimation at this stage based on known passenger numbers. It is possible that when Covid support payments reduce over the last quarter of the financial year that underspend against budget could increase but this has not been projected at this point.

Rent Allowance income continues to show a significant shortfall. This has been due to an increase in the costs of supported accommodation. Only 60% is funded from housing benefits, 40% the council is obliged to pay. These costs have historically been met by an increase in Housing Benefit overpayments the Council collect, the impact of Covid has resulted in an increase in costs for supported accommodation but a reduction in the number of identified overpayments.

The department has received additional new burden allocations in relation to DWP legislative changes and Housing Benefit Accuracy Initiative.

Council Tax Rebate Scheme Admin grant is for the early set up costs relating to the implementation of the Energy Rebate scheme.

POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT

Revenue Budget as at June 30th 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,162	508	489	19	76
Employees Training	123	35	32	3	14
Apprenticeship Levy	300	77	79	(2)	(9)
Supplies & Services	144	60	63	(3)	(13)
Agency Related Expenditure	11	0	0	0	0
Total Expenditure	2,740	680	663	17	68
Income					
Fees & Charges	-132	-38	-38	0	(1)
Schools SLA	-448	0	0	0	(42)
Transfer from Reserves	-17	-17	-17	0	0
Total Income	-597	-55	-55	0	(43)
Net Operational Expenditure	2,143	625	608	17	25
Recharges					
Premises Support	72	18	18	0	0
Central Support	1,037	259	259	0	0
Recharge Income	-3,252	-813	-813	0	0
Net Total Recharges	-2,143	-536	-536	0	0
Net Departmental Expenditure	0	89	72	17	25

Comments on the above figures

At the end of the first Quarter, Policy, Performance, People and Efficiency net spend is below the Budget profile. The net outturn spend for the year is forecast to be £0.025m below budget.

Employee's expenditure is below budget. The majority of this is in relation to the Apprenticeship budget. There has only been a few apprentices in post but there are expected to be further apprentice's taking up posts across service areas possibly from September.

Schools SLA income is projected to underachieve against budget. The existing charges to schools are based on staffing numbers and a reduction in staffing has subsequently reduced the income achieved

ICT & ADMINISTRATION

Revenue Budget as at 30 June 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employee	7,288	1,769	1,783	(14)	(59)
Supplies & Services Expenditure	1,012	169	162	7	30
Capital Finance	78	5	1	4	18
Computer Repairs & Software	1,257	1,078	1,070	8	31
Communication Costs	13	2	1	1	2
Premises Expenditure	99	61	60	1	2
Transport Expenditure	3	0	0	0	1
Transfer from Reserves	15	0	0	0	0
Total Expenditure	9,765	3,084	3,077	7	25
Income					
Fees & Charges	-624	-130	-151	21	85
Schools SLA Income	-565	-77	-62	(15)	(59)
Reimbursements & Other Grant Income	0	0	-3	3	5
Total Income	-1,189	-207	-216	9	31
Net Operational Expenditure	8,576	2,877	2,861	16	56
Recharges					
Premises Support	389	97	97	0	0
Transport Support	19	6	6	0	0
Central Support	1,592	398	398	0	0
Asset Rental Support	1,494	0	0	0	0
Recharge Income	-13,112	-3,278	-3,278	0	0
Net Total Recharges	-9,618	-2,777	-2,777	0	0
Net Departmental Expenditure	-1,042	100	84	16	56

Comments on the above figures

In overall terms net spend is below the budget profile at the end of the first quarter, the forecast outturn position is for net spend to be below the approved budget by £0.056m.

Employee costs are forecast to overspend against the approved budget. This is linked to staff turnover targets not being achieved within the IT divisions.

The Administration division is projecting to spend below the budget for the year which will offset the pressures within IT divisions. These estimates are based on current staffing projects but subject to change as the financial year progresses.

Supplies and services projected costs within the Administration Division are based on historical spend pre pandemic, this is the best indication of projected spend now that services have resumed and staff are returning to offices.

Service Level Agreement (SLA) income is projected from the SLA matrix and figures will be confirmed with IT managers as the year progresses

Capital Projects as at 30 June 2022

Capital Expenditure	2022/23 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
ICT Rolling Capital Programme	700	78	78	622
Total Capital Expenditure	700	78	78	622

Comments on the above figures.

It is expected that the full capital allocation will be spent.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30 June 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	1,913	571	552	19	58
Supplies & Services	322	92	87	5	16
Civic Catering & Functions	39	4	1	3	8
Legal Expenses	218	24	56	(32)	(96)
Transport Related Expenditure	10	2	1	1	3
Total Expenditure	2,502	693	697	(4)	(11)
Income					
Land Charges	-84	-18	-16	(2)	(7)
License Income	-263	-48	-58	10	29
School SLA's	-85	0	0	0	(4)
Fees & Charges	-64	-13	-13	0	0
Reimbursements & Grant Income	0	0	0	0	9
Transfer from Reserves	-17	-17	-17	0	0
Total Income	-513	-96	-104	8	27
Net Operational Expenditure	1,989	597	593	4	16
Recharges					
Premises Support	58	15	15	0	0
Central Support	351	88	88	0	0
Recharge Income	-1,895	-474	-474	0	0
Net Total Recharges	-1,486	-371	-371	0	0
Net Departmental Expenditure	503	226	222	4	16

Comments on the above figures

In overall terms, spending is below budget profile at the end of first quarter with the forecast outturn position showing estimated net spend to be marginally below the approved budget.

With regards to employee expenditure, spend is below budget for the year to date. This is in the main part due to lower costs than budgeted within elections staffing and a vacancy for a group solicitor.

It should be noted though that there are significant locum costs expected for solicitor and legal assistant posts due to the need to cover increased complex caseloads relating to Children's Services. Estimates on costs until September 2022 are in the region of £0.194m. These costs have not been included in the above figures as they will be covered from financial reserves.

Supplies and services budgets are underspent mainly due to advertising expenditure, but this is only estimated at this early point in the year and subject to change.

Civic catering and functions projections are based on historic expenditure before Covid restrictions were put in place. These could therefore change dependant on the number of events during the year.

Legal expenses are projected to largely overspend against available budget. These projections are only an estimation at this point, costs are dependent on complexity and number of cases so cannot be accurately projected. It has been advised that increased case numbers and case complexity will mean increased barrister costs and the need to use outside legal services.

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Operational Budget as at 30 June 2022

	Annual Budget £'000	Budget to Date £'000	Actual £'000	Variance (Overspend) £'000	Forecast Outturn £'000
Expenditure					
Employees	15,391	3,650	3,548	102	102
Premises	2,543	856	858	(2)	(8)
Supplies & Services	1,398	229	363	(134)	(280)
Hired & Contracted Services	890	121	44	77	51
Book Fund	140	77	63	14	56
Food Provisions	404	167	175	(8)	(33)
School Meals Food	1,872	370	370	0	0
Miscellaneous Transport Costs	115	2	2	0	0
Other Agency Costs	156	59	57	2	8
Other Expenditure	0	1	1	0	(1)
Waste Disposal Contracts	6,538	0	0	0	2
Grants to Voluntary Organisations	67	18	12	6	26
Grant to Norton Priory	172	87	87	0	0
Total Expenditure	29,686	5,637	5,580	57	(77)
Income					
Sales Income	-1,309	-287	-290	3	14
School Meals Sales	-2,480	-188	-188	0	0
Fees & Charges Income	-5,546	-1,777	-1,715	(62)	(249)
Rental Income	-205	-43	-43	0	0
Government Grant Income	-358	-329	-329	0	1
Reimbursements & Other Grant Income	-597	8	6	2	11
Schools SLA Income	-2,227	-37	-43	6	23
Internal Fees Income	-247	-15	-15	0	4
School Meals Other Income	-251	-2	-2	0	0
Catering Fees	-88	-1	-1	0	0
Capital Salaries	-173	0	0	0	0
Transfers From Reserves	-80	-4	-5	1	5
Total Income	-13,561	-2,675	-2,625	(50)	(191)
Net Operational Expenditure	16,125	2,962	2,955	7	(268)
Recharges					
Premises Support	1,496	374	374	0	0
Transport	2,324	589	589	0	0
Central Support	4,449	1,112	1,112	0	0
Asset Rental Support	146	0	0	0	0
HBC Support Costs Income	-511	-128	-128	0	0
Net Total Recharges	7,904	1,947	1,947	0	0
Net Departmental Expenditure	24,029	4,909	4,902	7	(268)

Comments on the above figures

Financial Management continue to work closely with the Department and remain focused on achieving a balanced budget at year end. Current estimates suggest that for most services, net expenditure will be contained within budget, but this will continue to be closely monitored as the year progresses and updates will be provided accordingly

By carefully monitoring the accounts, the department is utilising grant/external funding where possible to try and relieve the pressure on the core budget. This is reflected in employee expenses this quarter where various projects have been identified and staff time has been charged accordingly. All vacancies in the department have been put on hold to help achieve the staff turnover saving target of £0.099m.

To date the Department is reporting net spend is over the approved budget by £0.054m. The longer term forecast through to the end of the year estimates net spend will be above the budget by £0.166m.

Due to the ongoing rise in utility bills expenditure for Energy and Water Costs are projected to be over budget at the end of the financial year. Latest forecasts show an increase of 207% increase in Gas Costs and 64% electricity costs and this is reflected in the forecast. Increase in forecast energy costs will be met through an earmarked reserve.

As the economy looks to recover from the impact of the coronavirus pandemic the financial challenges of commercial property rent present a significant financial challenge. As the working from home environment continues there is less need for office accommodation. The savings put forward for 2022/23 covering commercial property income £25k will not be achieved this financial year.

In previous years repairs and maintenance expenditure has been under budget to help the Department achieve an overall balanced position. An assessment has been carried out on forecast spend for the current year and the maintenance programme is showing the budget will be utilised in full.

The department is projecting to under achieve on market rental income targets this financial year. During the last few months the occupancy rate has slightly dropped to 94%. This may be linked to the recent introduction of customers having to pay for parking outside the market. Hopefully this will not have a lasting effect on footfall and income will be back in line with budget before year-end.

Revenue Budget as at 30 June 2022

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	15,391	3,650	3,548	102	102
Premises	2,543	856	858	(2)	(8)
Supplies & Services	1,398	229	363	(134)	(280)
Hired & Contracted Services	890	121	44	77	51
Book Fund	140	77	63	14	56
Food Provisions	404	167	175	(8)	(33)
School Meals Food	1,872	370	370	0	0
Miscellaneous Transport Costs	115	2	2	0	0
Other Agency Costs	156	59	57	2	8
Other Expenditure	0	1	1	0	(1)
Waste Disposal Contracts	6,538	0	0	0	2
Grants to Voluntary Organisations	67	18	12	6	26
Grant to Norton Priory	172	87	87	0	0
Total Expenditure	29,686	5,637	5,580	57	(77)
Income					
Sales Income	-1,309	-287	-290	3	14
School Meals Sales	-2,480	-188	-188	0	0
Fees & Charges Income	-5,546	-1,777	-1,715	(62)	(249)
Rental Income	-205	-43	-43	0	0
Government Grant Income	-358	-329	-329	0	1
Reimbursements & Other Grant Income	-597	8	6	2	11
Schools SLA Income	-2,227	-37	-43	6	23
Internal Fees Income	-247	-15	-15	0	4
School Meals Other Income	-251	-2	-2	0	0
Catering Fees	-88	-1	-1	0	0
Capital Salaries	-173	0	0	0	0
Transfers From Reserves	-80	-4	-5	1	5
Total Income	-13,561	-2,675	-2,625	(50)	(191)
Net Operational Expenditure	16,125	2,962	2,955	7	(268)
Recharges					
Premises Support	1,496	374	374	0	0
Transport	2,324	589	589	0	0
Central Support	4,449	1,112	1,112	0	0
Asset Rental Support	146	0	0	0	0
HBC Support Costs Income	-511	-128	-128	0	0
Net Total Recharges	7,904	1,947	1,947	0	0
Net Departmental Expenditure	24,029	4,909	4,902	7	(268)

Comments on the above figures

The net Department spend is marginally under the approved budget at the end of Quarter 1 with the outturn net position estimated to be £0.268m over the approved budget.

Employee spend is under budget for the first quarter as staff absences within services such as leisure remain unfilled, linked to some services demand still being short of pre covid levels and the current difficulty in recruitment.

Forecasting demand for staffing over the coming year is difficult at this stage given the uncertainty on service demand linked to both Covid, cost of living crisis and future pay awards. This is particularly relevant in the case of casual staff and therefore for now a prudent position has been adopted in

estimating costs over the remainder of the year. Financial Management will continue to work with service managers to help provide more accuracy on forecasts going forward.

Premises costs are £0.002m under budget at the end of Quarter 1 linked to NNDR costs. Whilst the forecast outturn position is currently projected to be £0.008m under budget, there is uncertainty with regard to future energy costs especially at the leisure centres, the position will be closely monitored and the forecast updated if costs increase further. Runcorn swimming pool has closed but premises costs will continue to be incurred in the short term.

Additional premises costs are expected for Brookvale Leisure Centre and Halton Lea Library. A £20k feasibility study (Brookvale) and £20k building works (remove Café and re-instate as library) have not been budgeted which will impact on the overall outturn variance.

Spend on Supplies and Services is currently £0.134m over budget as Covid costs are still being incurred in 2022/23 relating to additional cleaning requirements.

Invoices for 2021/22 waste disposal contracts are still to be received, expected during Q2. Whilst costs were estimated at financial year-end, any variance in the actual cost when invoices are received will impact on this year's financial position.

No invoices have yet been received for the waste disposal contracts in 2021/22. Estimated expenditure is therefore calculated based on the average cost per tonne in 2020/21 plus estimated additional tonnage in the current year. Any changes to these costs could have a large impact on the Department's outturn position.

Food Provision/School Meals Food is £0.008m over budget at Q1 due to increases in food costs, these are projected to continue for the rest of the financial year.

Fees & Charges Income is £0.062m over budget at the end of Quarter 1. This relates to historic shortfalls in income in the Leisure Centres and the Stadium and lower demand following the impact of the pandemic over the last couple of years. There has been a delay to date in the invoicing for school meals and this will be updated over the coming months. Currently there are not expected to be significant variances against this area but the position will be closely monitored given the impact the cost of living crisis could have on the service.

Capital Projects as at 30 June 2022

Project Title	2022/23 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	37	10	6	31
Halton Leisure Centre (Moor Lane)	6,296	620	618	5,678
Brookvale Pitch Refurbishment	70	10	10	61
Stadium decarbonisation scheme	0	0	117	-117
Open Spaces Schemes	450	100	78	372
Children's Playground Equipment	80	0	0	80
Upton Improvements	13	0	0	13
Crow Wood Park Play Area	39	10	9	30
Landfill Tax Credit Schemes	340	0	0	340
Runcorn Town Park	256	30	26	230

Widnes Crem - Replacement Cremator	200	140	139	61
Spike Island / Wigg Island	1,988	0	0	1,988
Litter Bins	20	0	0	20
Totals	12,909	920	1,003	8,787

Comments on the above figures

Moor Lane Leisure Centre

Service diversion works commenced and CPO completed. Construction contract has not been signed yet (expected October 2022). Project to go out for prices Aug 2022. Construction start date November 2022.

Brookvale Pitch Refurbishment

The scheme is now complete. There is a retention payment that may be held until Quarter 4. (% of Football Foundation funding grant is held until all conditions met/discharged).

Stadium Decarbonisation Scheme

Grant-funded project to reduce the DCBL Stadium's carbon footprint. This involved replacing the gas boilers with air source heat pumps and installing LED lighting and additional installation. Additional costs over and above grant levels will be funded from borrowing.

Open Spaces

This covers spending on a variety of externally funded projects, including Arley Drive/Halton Housing Trust and Fairfield History projects.

Children's Playground Equipment

This is an ongoing project which includes spend on improvements within the Borough's playgrounds.

Crow Wood Park

Project to include replacement park building and upgrade to paths. The main contract for new park building has ended but a small amount of work to the building is required and will be done separately along with a small landscape contract to complete paths.

Landfill Tax Credits Schemes

Currently used to support improvements for a rolling programme of existing playgrounds/open space schemes across the Borough. There are no projects currently identified and minimal spend if any against this code is anticipated in 2022/23.

Runcorn Town Park

Project to renew park infrastructure. Works are behind schedule due workload/capacity issues due to Runcorn Station Quarter project taking priority. For 2022/23 there will be another major INEOS funding bid to continue the infrastructure replacement works.

Widnes Crematorium replacement Cremator




Installation works on site are progressing to programme. The new unit commissioned and fully operational with staff trained to use new systems. The likely final cost will be circa £230k due to a

change of supplier plus some small additional works to the building in order to accommodate the new unit.




8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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