

# Public Document Pack



## Executive Board

Thursday, 15 June 2023 2.00 p.m.  
The Boardroom, Municipal Building

S. Young

Chief Executive

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

#### PART 1

Item	Page No
<b>1. MINUTES</b>	<b>1 - 2</b>
<b>2. DECLARATION OF INTEREST</b>	
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 or voting on the item.	
<b>3. CORPORATE SERVICES PORTFOLIO</b>	
<b>(A) DIRECTORATE PERFORMANCE OVERVIEW     REPORTS FOR QUARTER 4 2022 - 23</b>	<b>3 - 76</b>
<b>(B) TRANSFORMATION PROGRAMME UPDATE</b>	<b>77 - 80</b>

*Please contact Gill Ferguson 0151 511 8059 or  
gill.ferguson@halton.gov.uk for further information.  
The next meeting of the Committee is on Thursday, 13 July 2023*

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(C) 2022/23 FINANCIAL OUTTURN POSITION	81 - 110
4. ADULT SOCIAL CARE PORTFOLIO	
(A) DRAFT SCRUTINY REVIEW REPORT - ADULT SOCIAL CARE WORKFORCE NEEDS	111 - 133
(B) HALTON SENSORY SERVICE	134 - 136
5. ENVIRONMENT AND URBAN RENEWAL PORTFOLIO	
(A) PRELIMINARY ESTIMATES FOR PASSENGER TRANSPORT CONTRACT TENDERS	137 - 140
(B) BUS SHELTER SUPPLY, INSTALLATION AND MAINTENANCE	141 - 144
(C) PRELIMINARY ESTIMATES FOR THE PROVISION OF COMMERCIAL VEHICLES & PLANT COMPONENTS	145 - 147
6. SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985	
<b>PART II</b>	
<p>In this case the Board has a discretion to exclude the press and public and, in view of the nature of the business to be transacted, it is <b>RECOMMENDED</b> that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.</p>	
7. DEPUTY LEADER PORTFOLIO	
(A) RUNCORN STATION QUARTER PHASE 2	148 - 154

*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.*

**EXECUTIVE BOARD**

*At a meeting of the Executive Board on Tuesday, 16 May 2023 in Boardroom - Municipal Building, Widnes*

Present: Councillors Wharton (Chair), Harris, M. Lloyd Jones, J. Lowe, T. McInerney, Nelson, P. Nolan, Thompson and Wright

Apologies for Absence: None

Absence declared on Council business: None

Officers present: G. Cook, S. Young, M. Reaney, S. Wallace-Bonner and G. Ferguson

Also in attendance: None

**ITEMS DEALT WITH  
UNDER POWERS AND DUTIES  
EXERCISABLE BY THE BOARD**

**EXB113 MINUTES**

The Minutes of the meeting held on 20 April 2023 were taken as read and signed as a correct record.

*Action*

**EXB114 APPOINTMENT OF THE LEADER AND DEPUTY LEADER OF THE COUNCIL**

RESOLVED: That Council be recommended to appoint Councillor Mike Wharton as the Leader and Councillor Dave Thompson as the Deputy Leader of the Council for the 2023/24 Municipal Year.

Chief Executive

**EXB115 APPOINTMENT OF BOARDS, COMMITTEES AND SCRUTINY CO-ORDINATOR AND APPOINTMENT OF HEALTH PPB CO-OPTEE**

The Board considered a report of the Chief Executive, regarding appointments to the Council's Boards, Committees and Scrutiny Co-ordinator post, and the re-appointment of a non-voting co-optee to the Health Policy and Performance Board, for the 2023/24 Municipal Year.

A list of Committee and Board memberships was

tabled at the meeting.

RESOLVED: That Council be recommended to make the following appointments:

Chief Executive

- 1) to the Council's Boards, Committees and Scrutiny Co-ordinator post, for the 2023/24 Municipal Year; and
- 2) Mr David Wilson be re-appointed as Healthwatch Halton non voting Co-optee to the Health Policy and Performance Board, for the 2023/24 Municipal Year.

*Meeting ended at 2.05 p.m.*

**REPORT TO:** Executive Board

**DATE:** 15<sup>th</sup> June 2023

**REPORTING OFFICER:** Corporate Director – Chief Executive’s Delivery Unit

**PORTFOLIO:** Corporate Services

**SUBJECT:** Directorate Performance Overview Reports for Quarter 4 2022 - 23

### **1.0 PURPOSE OF REPORT**

- 1.1 To report the Council’s performance for the final quarter period to 31<sup>st</sup> March 2023.  
The reports detail progress against key objectives / milestones and performance targets, and describes factors affecting each of the Directorates.

### **2.0 RECOMMENDED:**

- 1) Executive Board note the information contained in the reports; and**
- 2) Consider the progress and performance information and raise any questions or points for clarification.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 It is essential that the Council maintains a planning and performance framework that allows the identification and on-going monitoring of key activities and performance measures that meet organisational needs. Performance management will also continue to be important in our demonstration of value for money and outward accountability.
- 3.2 The Directorate Performance Overview Reports provide a strategic summary of the key issues arising from performance in the relevant quarter for each Directorate and being aligned to Council priorities or functional areas. Such information is central to the Council’s performance management arrangements and the Executive Board has a key role in monitoring performance and strengthening accountability.
- 3.3 Information for each of the Council’s Directorates, including the implementation of high-risk mitigation measures, is contained within the following appendices:

Appendix 1 – People Directorate (Adult Social Care)

Appendix 2 – Enterprise, Community and Resources Directorate

### **4.0 POLICY IMPLICATIONS**

- 4.1 The Council’s Performance Management Framework will continue to form a key part of the Council’s policy framework.

## **5.0 OTHER IMPLICATIONS**

- 5.1 These reports would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care.

## **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Council's priorities.
- 6.2 The provision of Directorate Overview Reports to Executive Board, that include progress in relation to objectives/ milestones and performance indicators will support organisational improvement and accountability.

## **7.0 RISK ANALYSIS**

- 7.1 The Council performance management framework allows the authority to both align its activities to the delivery of organisational and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the "transparency agenda".

## **8.0 EQUALITY AND DIVERSITY ISSUES**

- 8.1 There are no specific equality and diversity issues relating to this report.

## **9.0 CLIMATE CHANGE IMPLICATIONS**

- 9.1 Not applicable

## **10 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972**

- 10.1 There are no background papers under the meaning of the Act.

## Directorate Performance Overview Report Quarter 4

**Directorate:** People

**Departments:** Adult Social Care

**Period:** Quarter 4 Period 1<sup>st</sup> January 2023 – 31<sup>st</sup> March 2023

### 1.0 Introduction

This quarterly monitoring report covers Adult Social Care Services fourth quarter period up to 31<sup>st</sup> March 2023

It describes key developments and progress against all objectives and performance indicators for the service.

The way in which symbols have been used to reflect progress is explained within Appendix 4.

### 2.0 Key Developments

**Dementia** – A review of the HBC Dementia Day Service has taken place, as part of development of the One Halton Dementia Strategy. The review considered capacity, demand and potential opportunities within the service ie underutilisation of the dementia friendly venue, working with partners to address potential service gaps ie short notice/flexible session booking to support dementia specific respite support, ALD specific dementia support. Service development options will be explored further by SMT in due course (Currently with D.N) to get a view of feasibility, cost/benefit, before updating the One Halton Strategy group. An Elder Abuse Tool Kit, which considers the specific vulnerability of dementia, is being developed by HSAB. Work continues to deliver actions of the Dementia Friendly HBC action plan.

#### **Complex Care Widnes**

Team recruitment underway and response to the new recruitment model re rolling adverts is positive, two new Social Workers in post, expected to start June 2023, two new AP's in post.

#### **Halton Healthwatch & Advocay Service**

Following a Tender process, a new contract was awarded to Engaging Communities Solutions (ECS) for the provision of Healthwatch Halton and the Advocacy Hub service. This signals continuity of service as ECS are the incumbent provider of both services. The contract will commence on 1<sup>st</sup> July 2023

**Directorate Performance Overview Report Quarter 4**

for an initial three year contract term, with the option of a further two year contract extension thereafter.

**Digital Social Care Records**

Halton are part of a national programme to support ensuring care services develop digital social care records. These will support these areas to improve the care and support of people and enable a range of health and social care providers to share information. Funding has been made available to support implementation for providers in the borough over a three year period with monitoring arrangements agreed at a Cheshire and Merseyside level



## Directorate Performance Overview Report Quarter 4

### 3.0 Emerging Issues

#### **Community Meals On Wheels**

In Quarter 1 2023, we will be seeking to confirm new contract arrangements for the provision of frozen ready meals for the Meals on Wheels service. Commissioning and Procurement are currently exploring the viability of utilising an existing purchasing framework for this service.

#### **Care Home Meals**

In Quarter 1 2023, we will be seeking to confirm new contract arrangements for the provision of frozen ready meals for St Lukes and St Patricks Care Homes. Commissioning and Procurement are currently exploring the viability of utilising an existing purchasing framework for this service.

**Discharge Funding 2023/24** - In 2023-24, the Government is providing £600 million (£300 million for ICBs, £300 million for local councils) to enable local areas to build additional adult social care (ASC) and community-based reablement capacity to reduce delayed discharges and improve outcomes for patients. As in 2022-23 the ICB will need to agree with relevant local Health & Wellbeing Boards as to how the ICB element of funding will be allocated rather than being set as part of overall BCF allocations, and this should be based on allocations proportionate to local area need.

This funding is intended to provide increased investment in social care and community capacity to support discharge and free up beds; see additional information below.

**Fair Cost of Care/Reform Funding** - The Market Sustainability and Improvement Fund announced in the autumn statement (November 2022) supports local authorities to make tangible improvements to ASC services in their locality to build capacity and improve market sustainability. Government considers 3 vital target areas of improvement underpin this overarching objective:

- increasing fee rates paid to adult social care providers in local areas
- increasing adult social care workforce capacity and retention
- reducing adult social care waiting times

In total there is £400m of new funding for adult social care in 2023 to 2024 and a further £683m is expected in 2024 to 2025. In 2023 to 2024, the new funding will be combined with £162m of continued Fair Cost of Care funding. This will continue to support progress local authorities and providers have already made on fees, following their 2022 cost of care exercises. Halton received £431k in 2022/23 Market Sustainability & FCOC Grant. In 2023/24 this has been replaced by the Market Sustainability & Improvement Fund £1,496,630 an increase of £1,065,630. This has been used in the setting budget process to increase care provider fees by

**Directorate Performance Overview Report Quarter 4**

an additional 4% for care homes and 2% for domiciliary care (including DP).

The Social Care Grant increased by £4,518,980 from £7,041,560 in 2022/23 to £11,560,540 in 2023/24 however this grant is split between adults and children. Allocations were 43% (Adults) 57% (Children) in 2022/23 and 38% (Adults) 62% (Children) in 2023/4.

Additional £130k has been received as a grant to streamline ASC Assessments enabling the local authority to buy digital tools and resources to embed into more streamlined operating models. It is assumed to be a one off grant.

The Discharge Funding grant introduced in 2022/23 is provided to ensure those people who need to draw on social care when they are discharged from hospital can leave as soon as possible. Pooled as part of the Better Care Fund, allocations for HBC increased from £532k in 2022/23 to £979k in 2023/4.

**Safeguarding**

It is anticipated that there will be an announcement in April from Government in relation to the future of Liberty Protection Safeguards.

**4.0 Service Objectives/Milestones**

**4.1 Progress Against Objectives/Milestones**

<b>Total</b>			
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Appendix 1

**5.0 Performance Indicators**

**5.1 Progress Against Performance Indicators**

<b>Total</b>			
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Appendix 2

**6.0 Risk Control Measures**

## Directorate Performance Overview Report Quarter 4

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2022/23 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

### 7.0 Progress Against High Priority Equality Actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2022/23.

### 8.0 Data Quality Statement

The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

### 9.0 Appendices

- Appendix 1 Progress Against Objectives/Milestones
- Appendix 2 Progress Against Performance Indicators
- Appendix 3 Financial Statement
- Appendix 4 Explanation of Use of Symbols

**Appendix 1: Progress against objectives/milestones**

<b>Service Objective 1</b>	<b>Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for people with Complex Care needs.</b>
<b>Linked Indicators: ASC 09, 10, 11</b>	

<b>Milestones</b>	<b>Progress Q4</b>	<b>Supporting Commentary</b>
Monitor the Local Dementia Strategy Action Plan, to ensure effective services are in place.	<input checked="" type="checkbox"/>	One Halton Dementia Delivery Group approved draft strategy document/actions at meeting in March. Chair requested that the Strategy is now shared wider, with colleagues across all One Halton organisations, to gain feedback on draft before initiating community consultation with cohorts relevant to Dementia. Age UK and Alzheimer’s Society have tools to support community consultation and have learning from other areas. They will lead on the consultation activity in due course.
The Homelessness strategy be kept under annual review to determine if any changes or updates are required.	<input checked="" type="checkbox"/>	The Homelessness Strategy Action Plan is monitored by Senior Management Team to illustrate progress made. The Homelessness Forum is scheduled for 19 <sup>th</sup> May 2023.

<b>Service Objective 2</b>	<b>Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people</b>
<b>Linked Indicators: ASC 01, 02, 03, 04, 12, 13</b>	

**Appendix 1: Progress against objectives/milestones**






Milestones	Progress Q4	Supporting Commentary
Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target.	<input checked="" type="checkbox"/>	Budget on target and used to provide additional treatment, care, rehabilitation and support for people in the borough throughout the year
Integration of Health and social care in line with one Halton priorities.	<input checked="" type="checkbox"/>	This work stream is directed through One Halton and has developed a set of principles. Work is ongoing in model development
Monitor the Care Management Strategy to reflect the provision of integrated frontline services for adults.	<input checked="" type="checkbox"/>	This work connects to the integration agenda

<b>Service Objective 3</b>	<b>Continue to effectively monitor the quality of services that are commissioned and provided in the borough for adult social care service users and their carers.</b>
<b>Linked Indicators: ASC 05, 06, 07, 08, 14, 19, 20, 21 ASC 15,16,17,18</b>	











Milestones	Progress Q4	Supporting Commentary
Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets.		No commentary received for Q4

**Appendix 1: Progress against objectives/milestones**

## Appendix 2: Progress against performance indicators



Ref	Description	Actual 2021/22	Target 2022/23	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<b>Older People:</b>							
ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care Fund performance metric</i>	369.2	600	460			We have had an increase in admission from Q4 2021/22, however are still below target, this data has not been cleansed and maybe subject to change at year-end.
ASC 02	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	4071	TBC	4834		N/A	This time last year the data sets were paused so we are unable to provide current progress and direction of travel measures
ASC 03	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B) <i>Better Care Fund performance metric</i>	79	85%	NA	NA	NA	This data is currently collected annually and will be available in Q1 2023/24.
<b>Adults with Learning and/or Physical Disabilities:</b>							
ASC 04	Percentage of items of equipment and adaptations delivered within 7 working days	72	97%	96.58%			Q4 figures are slightly below target however previous quarters have been above target for

## Appendix 2: Progress against performance indicators








Ref	Description	Actual 2021/22	Target 2022/23	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
							2022/23 also, this time last year for Q4 current progress was 62%
ASC 05	Proportion of people in receipt of Self Directed Support (ASCOF 1C – people in receipt of long term support (Part 1) SDS	81.5	Above NW average	74.9%			Figure for Q4 is below that the same time in 21/22, however is still above target. This data is not cleansed and therefore is subject to change at year-end.
ASC 06	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support) (Part 2) DP	31.6	45%	22.7%			We have not met the target for Q4 however, data is not cleansed and therefore is subject to change at year-end.
ASC 07	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	89.7	89%	93.6%			Figures continue to remain stable however, data is not cleansed and therefore is subject to change at year-end.
ASC 08	Proportion of adults with learning disabilities who are in Employment (ASCOF 1E)	7	5.5%	5.9%			Target exceeded and an increase from the same period last year however, data is not cleansed and therefore is subject to change at year-end.
<b>Homelessness:</b>							
ASC 09	Homeless presentations made to the Local Authority for assistance In accordance with	1914	2000				There continues to be a local and national increase in homelessness presentations.





## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2021/22	Target 2022/23	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
	Homelessness Reduction Act 2017. Relief Prevention Homeless Advice			733 241 434 105 247			Contributable factors are affordability, increased living costs, unemployment, and lack of affordable housing accommodation.  Prevention is a key element and the team continue to utilise all prevention incentives to prevent homelessness and encourage housing providers to engage with the Local Authority
ASC 10	LA Accepted a statutory duty to homeless households in accordance with homelessness Act 2002	247	200	105			Due to the increase in statutory homelessness, this has contributed to the increase in statutory homelessness acceptances.  Other reasons for the increase relate to clients approaching the service at crisis level, therefore, proving difficult to prevent homelessness.
ASC 11	Number of households living in						The demand for temporary





## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2021/22	Target 2022/23	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
	Temporary Accommodation Hostel Bed & Breakfast	520	650	135 20			accommodation continues to be high. The majority of hotel placements are families, with further difficulties sourcing hotels within the Borough. provisions Further options are being explored to increase commissioned services for this client group
<b>Safeguarding:</b>							
ASC 12	Percentage of individuals involved in Section 42 Safeguarding Enquiries	30	30	39%		NA	This is slightly above the target, however in line with the North West and Cheshire and Merseyside averages.
ASC 13	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years (Previously PA6 [13/14] change denominator to front line staff only.	62	85%	69%			Work is being undertaken to address the performance and non-achievement of target, however, the performance is improved on the position for the previous year.
ASC14	The Proportion of People who use services who say that	83.9	89%	78.8%			Unfortunately, we have been unable to meet this target and



## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2021/22	Target 2022/23	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
	those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)						<p>there has been a decrease in the figure from 2021/22, however we need to be mindful that services provided are not necessarily in place to make people feel safe. Feedback suggests that those people who do not feel safe, is attributable to the area they live, youths in the area, fear of falling, for example.</p> <p>Please note, the survey has not yet been published.</p>
<b>Carers:</b>							
ASC 15	Proportion of Carers in receipt of Self Directed Support.	98.8	99%	98%			Figures continue to remain stable compared to this time last year
ASC 16	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>	7.5	N/A	NA	NA	NA	<p>Survey measures are reported bi-annually for carers. The results of these are provided in Quarter 4, however are not published until later in the year.</p> <p>Further details on surveys can be found <a href="#">here</a></p>

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2021/22	Target 2022/23	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
ASC 17	Overall satisfaction of carers with social services (ASCOF 3B)	39.3	N/A	NA	NA	NA	
ASC 18	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)	69.5	N/A	NA	NA	NA	
ASC 19	Social Care-related Quality of life (ASCOF 1A). (This figure is based on combined responses of several questions to give an average value. A higher value shows good performance)	17.9%	20%	18.9%			<p>Whilst we have not met the target for this year, we have seen an increase on previous year's figures. Response rates to the Adult Social Care Survey remain low, however we will look at the promotion of this prior to the next round of Survey's.</p> <p>Please note, the survey has not yet been published.</p>
ASC 20	The Proportion of people who use services who have control over their daily life (ASCOF 1B)	73.1%	80%	78.4%			<p>Whilst we have not met the target for this year, we have seen an increase on previous year's figures. Response rates</p>

## Appendix 2: Progress against performance indicators

Ref	Description	Actual 2021/22	Target 2022/23	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
							<p>to the Adult Social Care Survey remain low, however we will look at the promotion of this prior to the next round of Survey's.</p> <p>Please note, the survey has not yet been published.</p>
ASC 21	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	56.9%	71%	70.4%			<p>We have seen a significant increase in the Overall satisfaction of people who use services with their care and support, the figure for 2022/23 was 0.6% short of the target, which is encouraging.</p> <p>Please note, the survey has not yet been published.</p>

**Appendix 3 Financial Statements**

**ADULT SOCIAL CARE DEPARTMENT**

**Finance**

**Revenue Operational Budget as at 31 March 2023**

## Appendix 3 Financial Statements

	Full Year Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	15,699	15,520	179
Premises	451	475	(24)
Supplies & Services	1,211	1,202	9
Aids & Adaptations	55	61	(6)
Transport	232	297	(65)
Food Provision	186	198	(12)
Agency	768	773	(5)
Supported Accommodation and Services	1,463	1,463	0
Emergency Duty Team	105	98	7
Contacts & SLAs	687	678	9
Housing Solutions Grant Funded Schemes			
LCR Immigration Programme	320	318	2
Homelessness Prevention	147	147	0
Rough Sleepers Initiative	71	71	0
<b>Total Expenditure</b>	<b>21,395</b>	<b>21,301</b>	<b>94</b>
<b>Income</b>			
Fees & Charges	-760	-700	(60)
Sales & Rents Income	-420	-456	36
Reimbursements & Grant Income	-2,112	-2,193	81
Capital Salaries	-121	-119	(2)
Housing Schemes Income	-629	-629	0
Transfer From Reserves	-1,131	-1,131	0
<b>Total Income</b>	<b>-5,173</b>	<b>-5,228</b>	<b>55</b>
<b>Net Operational Expenditure Excluding Homes and Community Care</b>	<b>16,222</b>	<b>16,073</b>	<b>149</b>
Care Homes Net Expenditure	8,633	10,427	(1,794)
Community Care Expenditure	19,872	19,997	(125)
<b>Net Operational Expenditure Including Homes and Community Care</b>	<b>44,727</b>	<b>46,497</b>	<b>(1,770)</b>
<b>Recharges</b>			
Premises Support	460	460	0
Transport Support	587	714	(127)
Central Support	3,562	3,562	0
Asset Rental Support	189	189	0
Recharge Income	-122	-122	0
<b>Net Total Recharges</b>	<b>4,676</b>	<b>4,803</b>	<b>(127)</b>
<b>Net Departmental Expenditure</b>	<b>49,403</b>	<b>51,300</b>	<b>(1,897)</b>

Comments on the above figures

**Appendix 3 Financial Statements**

Net Department Expenditure, excluding the Community Care and Care Homes divisions, was £0.022m below budget at the end 2022/23 financial year.

Employee costs were £0.179m below budget for the year. This underspend relates to savings on staff turnover in excess of the £0.449m savings target.

The overspends on transport costs largely relate to increased fuel costs, and are likely to be a pressure, albeit at a lower level, for the 2023/24 financial year.

The shortfall in fees and charges income primarily relates to Day Service trading activities, and the level of reduced consumer confidence post-pandemic. Such shortfalls have been met from Covid related government grant funding in the previous two financial years, although funding has now ceased.

Housing Strategy initiatives included in the report above include the LCR Immigration Programme and Homelessness Prevention Scheme. The Homelessness Prevention scheme is an amalgamation of the previous Flexible Homelessness Support and Homelessness Reduction schemes. Funding has increased significantly from £0.253m back in 2020/21 to £0.356m for 2022/23.

**PUBLIC HEALTH & PUBLIC PROTECTION DEPARTMENT**

**Revenue Budget as at 31 March 2023**



## Appendix 3 Financial Statements

	Annual Budget	Actual	Variance Underspend
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	4,260	4,158	102
Premises	5	5	0
Supplies & Services	434	390	44
Contracts & SLA's	7,103	7,110	(7)
Transport	13	13	0
Other Agency - Port Levies	21	21	0
Transfer to Reserves	635	635	0
<b>Total Expenditure</b>	<b>12,471</b>	<b>12,332</b>	<b>139</b>
<b>Income</b>			
Fees & Charges	-221	-239	18
Reimbursements & Grant Income	-436	-436	0
Transfer from Reserves	-1,050	-1,050	0
Government Grant Income	-11,525	-11,525	0
<b>Total Income</b>	<b>-13,232</b>	<b>-13,250</b>	<b>18</b>
<b>Net Operational Expenditure</b>	<b>-761</b>	<b>-918</b>	<b>157</b>
<b>Recharges</b>			
Premises Support	126	126	0
Transport Support	30	30	0
Central Support	1,340	1,340	0
Recharge Income	-482	-482	0
<b>Net Total Recharges</b>	<b>1,014</b>	<b>1,014</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>253</b>	<b>96</b>	<b>157</b>

**Comments on the above figures**

The net Department spend for the year ending 31 March 2023 is £0.157m under the available budget.

Employee costs are £0.102m under budget. This is due to savings made on a small numbers of vacancies, reductions in hours and funding from the Contain Management Outbreak Fund (COMF). The employee budget is based on 89.7 full time equivalent staff. The staff turnover saving target of £0.048m is fully achieved.

The balance of £0.368m carried forward from last year's allocation from the Contain Outbreak Management Fund (COMF) has been used to fund continued spend within the Outbreak Support Team, targeting low COVID-19 vaccine uptake, enhanced communication and marketing, workplace prevention and contain measures and to help the clinically extremely vulnerable remain well. The balance remaining of £0.026m from the first half of the year was spent during October. Spending during the remaining 5 months of the year was met from within the Public Health ring-fenced grant.

<b>Appendix 3 Financial Statements</b>
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Expenditure on supplies and services was kept to essential items only throughout the year and actual expenditure is £0.044m below budget at the end of the financial year.

Fees & Charges income received is £0.018m higher than that anticipated at budget setting time, with £0.013m from Housing Enforcement licences.

**COMPLEX CARE POOL****Revenue Budget as at 31st March 2023**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Intermediate Care Services	5,223	5,352	(129)
Oakmeadow	1,251	1,473	(222)
Community Home Care First	1,300	2,103	(803)
Joint Equipment Store	815	676	139
Development Fund	860	800	60
HICafs	3,541	2,704	837
Contracts & SLA's	3,262	3,200	62
Carers Breaks	428	269	159
Carers centre	377	377	0
ASC Discharge Schemes	1,628	1,628	0
Residential Care	1,292	1,292	0
Domiciliary Care & Supported Living	2,184	2,366	(182)
Transfer to Reserves	-	389	(389)
<b>Total Expenditure</b>	<b>22,161</b>	<b>22,629</b>	<b>(468)</b>
<b>Income</b>			
BCF	-12,078	-12,078	0
CCG Contribution to Pool	-2,831	-2,831	0
ASC Discharge Grant	-1,628	-1,628	0
Oakmeadow Income	-613	-608	(5)
Transfer from reserve	-700	-905	205
Ageing Well	-694	-742	48
Stepdown beds	0	-220	220
<b>Total Income</b>	<b>-18,544</b>	<b>-19,012</b>	<b>468</b>
<b>Net Operational Expenditure</b>	<b>3,617</b>	<b>3,617</b>	<b>0</b>

**Appendix 3 Financial Statements****Comments on the above figures:**

The overall position for the Complex Care Pool budget is a £0.057m overspend at the end of the financial year. However a £0.205m surplus was carried forward from 2021/22. This has resulted in an overall underspend against budget of £0.148m. This will be carried forward into 2023/24 to cover pressures in the Pool.

Expenditure is below budget mainly due to HICaF (Halton Integrated Care & Frailty Service). There have been vacancies throughout the year including a Divisional Manager post and Bridgewater have not fully recruited. The underspend has enabled the Pool to divert funds to the Community Care budget. However, this can not be relied on going forward and Community Care continues to be a major pressure area.

The overspend on Oakmeadow is due to agency workers and inflation on food, drink provisions and utilities.

Expenditure on Contracts is under budget by £0.062m. This is due to Inglenook which has had a void on and off throughout the year.

Carers' breaks is underspent by £0.159m against budget. Direct Payment carer breaks are low as in previous years. Also Family Placement Daycare started up in June after the pandemic but there have been no placements since July due to a lack of carers.

There has been a transfer to reserves of £0.048m earmarked for falls equipment and £0.193m for Lilycross which is to be funded until end of June 2023.

<b>Appendix 3 Financial Statements</b>
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**Pooled Budget Capital Projects as at 31 March 2023**

	2022-23 Capital Allocation £'000	Actual Spend £'000	Total Allocation Remaining £'000
Disabled Facilities Grant	580	575	5
Stair lifts (Adaptations Initiative)	220	217	3
RSL Adaptations (Joint Funding)	300	280	20
Telehealthcare Digital Switchover	400	100	300
Millbrow Refurbishment	180	122	58
Madeline Mckenna Refurb.	100	138	(38)
St Luke's Care Home	20	40	(20)
St Patrick's Care Home	150	119	31
<b>Total</b>	<b>1,950</b>	<b>1,591</b>	<b>359</b>

**Comments on the above figures:**

Allocations for Disabled Facilities Grants/Stair Lifts and RSL adaptations are consistent with 2021/22 spend and budget, and expenditure across the 3 headings is within budget overall.

The £400,000 Telehealthcare Digital Switchover scheme was approved by Executive Board on 15 July 2021. Significant capital investment is required to ensure a functional Telehealthcare IT system is in place prior to the switchoff of existing copper cable based systems in 2025. Procurement has now commenced, although the scheme is now scheduled to be completed during the 2023/24 financial year.

On 16 June 2022 Executive Board approved a £4.2M refurbishment programme in respect of the four Council owned care homes, to be completed within a three year timescale. Halton purchased the homes, with the exception of Madeline McKenna, when it was evident that the buildings had been neglected. Some of the homes have décor that is very tired, and furniture that is dated, mismatched and sometimes broken. All of the homes struggle with storage meaning that equipment such as hoists are visible in corridors and communal areas. In addition the bedroom areas are small with poor lighting, and gardens areas in all homes require attention so they can be fully accessible for meaningful activities.




£1.6M was initially allocated in terms of estimated spend during the current financial year, although this allocation has now been revised down to £0.450m to reflect progress within

**Appendix 3 Financial Statements**

year on individual care home refurbishment schemes. The residual £1.150m will be reprofiled to the 2023/24 capital allocation.




Appendix 4 Explanation of Symbols
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Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage whether the annual target is on course to be achieved</u>.</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 unless there is an intervention or remedial action taken</u>.</i>

#### Direction of Travel Indicator

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

Green		<i>Indicates that performance <b>is better</b> as compared to the same period last year.</i>
Amber		<i>Indicates that performance <b>is the same</b> as compared to the same period last year.</i>
Red		<i>Indicates that performance <b>is worse</b> as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>

## Directorate Overview Report – Enterprise Community & Resources Quarter 4

Reporting Period: 01<sup>st</sup> January to 31<sup>st</sup> March 2023

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the final 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 31<sup>st</sup> March 2023 processing times for Housing Benefit and Council Tax Reduction were as follows: new claims 23.71 days and changes in circumstances 9.55 days.

##### Household Support Fund No.3

The third allocation of the Government's Household Support Fund covered the period 1<sup>st</sup> October 2022 to 31<sup>st</sup> March 2023. Halton's funding allocation of £1.2m has once more been co-ordinated by the Benefits Division. The utilisation of the funding via a number of Council departments and Voluntary Sector Agencies is summarised in the table below, and illustrates the spread of support provided to vulnerable households and residents across the Borough.

Area of spend	Amount £
Free school meal vouchers for school holidays	536,592
Payment to vulnerable pensioner households	405,500
Discretionary Support Scheme awards	167,314
Citizens Advice Bureau	30,000
Fuel Bank	19,977
Holiday Activity Food Programme	5,000
Widnes Food Bank	10,000
Runcorn Food Bank	10,000
Affordable Warmth (Energy Projects Plus)	9,745
Halton Voluntary Action	10,000
Total	1,204,128

#### Alternative Support for Household Energy Bills

- Energy Bills Support Scheme Alternative Funding:

In September 2022 Government announced the introduction of the Energy Bills Support Scheme (EBSS). The Scheme was intended to provide a discount on energy bills of £400 for most households in Great Britain, to offset the rapidly rising costs of energy. This scheme is being delivered through domestic electricity suppliers in six instalments from October 2022 to March 2023.

However, there are a number of households who pay for their electricity in a different way, such as through a commercial intermediary, and so will not receive support through EBSS. Therefore in December 2022 Government announced the introduction of the Energy Bills Support Scheme Alternative Funding (EBSS Alternative Funding), which was established to provide support to households not eligible for the automatic Energy Bills Support Scheme. The EBSS Alternative Funding is a one-off £400 non-repayable payment to eligible households, to help with their energy bills between 27<sup>th</sup> February 2023 and 31<sup>st</sup> May 2023. Individuals must apply for the EBSS Alternative Funding via a Gov.UK portal. Local authorities will then be responsible for distributing support payments to eligible applicants.

The Department for Energy Security and Net Zero (DESNZ) expects eligible households to include those with a commercial landlord or intermediary, such as park home residents and some housing association tenants. The EBSS Alternative Funding is expected to reach a significant number of vulnerable people, including self-funding residents in care homes. Halton has received funding of £412,400 which suggests that DESNZ expect there to be 1,031 households eligible for the EBSS Alternative Funding.

Households eligible for EBSS Alternative Funding may include the following:

- park home residents
- housing association, social and private tenants, and leaseholders, supplied via a landlord with a commercial meter
- partly and wholly self-funded care home residents
- households in house boats on residential moorings
- households on a private electricity network, for example those supplied by a heat network
- off-grid households
- traveller households on authorised sites
- households who live in a dwelling on business premises that is used wholly or partly for domestic purposes
- Households in temporary/supported accommodation
- Alternative Fuel Payment Alternative Fund (AFP AF):



The Government also announced the Alternative Fuel Payment (AFP), a £200 support payment for households that use fuels other than gas to heat their homes. Much of the delivery of this scheme will happen via energy suppliers, with eligible households being paid automatically from 06 February 2023 with no action for them to take. Although automated payments can be made to approximately 90% of eligible households, a small group remains which we are not able to pay automatically. This group must apply via a Gov.UK portal to receive the Alternative Fuel Payment Alternative Fund (AFP AF).

The Government has asked councils that are responsible for council tax records and collection (“Billing Authorities”) to act as the delivery bodies for AFP AF funding. The Government will share applications with local authorities whose primary role will be to verify applicants’ addresses once they have passed through the application portal and to transfer the relevant support (£200 payment) to successful applicants. The requirement will be for applicants to prove their eligibility, with local authority efforts being desk-based.

The Discretionary Support Scheme Team within the Benefits Division, will carry out the Council’s role in verifying addresses and processing payments in respect of both the Energy Bills Support Scheme Alternative Funding and the Alternative Fuel Payment Alternative Fund.

## **2.3 Revenues and Financial Management Division**

### 2022/23 Quarter 3 Spending

For the financial year to 31 December 2022, overall Council operational net spending was £54.2m against a budget of £49.3m to date, resulting in an overspend position to date against budget of £4.9m. The forecast position for the year to 31 March 2023 was an estimated overspend of £7.1m.

Capital spending at 31 December 2022 totalled £18.5m, which is 102% of the planned spending of £18.2m at this stage. This represents 64% of the total Capital Programme of £28.9m (which assumes a 20% slippage between years).

Work is underway to prepare the year-end accounts and the financial outturn position as at 31 March 2023 will be reported to Executive Board on 15 June 2023

### Council Tax and Business Rate Collection

Council tax collection for the final quarter of the year is 93.9%, down by 0.23% on this point last year. Cash collection for the year to date is £70.6m, this includes £2.0m collected in relation to previous year debt.

Business rates collection for the final quarter of the year is 97.6%, up by 0.25% on this point last year. Cash collected for the year to date is £54.4m, this includes £1.7m collected in relation to previous year debt.

## **2.4 Audit, Procurement and Operational Finance Division**

### Purchase to Pay

Income generated from the Council’s early payment arrangements for supplier invoices totalled more than £160k in income in 2022/23. Additional income generated from SLA’s with external clients amounted to a further £101k. Over the financial year, 91% of all Council supplier invoices were paid within 30 days. Performance has dipped very marginally from 2021/22 due to the staffing vacancies experienced during the year.

### Insurance

The Council has renewed its insurance policies for 2023/24 with its existing insurers. The final contract extension has been taken on the Council’s liability, personal accident, crime, and engineering policies. This means that all of these policies will need to be retendered ahead of the 2024/25 financial year.

The public sector insurance market remains volatile and the impacts of inflation, supply chain pressures, and the cost of living are impacting on premiums. Despite the Council’s high levels of self-insurance, and excellent claims record, renewals for 2023/24 have seen significant increases on the main insurance policies:

- Liability – 17.5% increase
- Motor – 10% increase
- Property – 10% increase

- The Council’s property, motor and computer policies are now entering the third year of a three-year contract, which has two further one-year extension options. A decision will be taken later in the year as to whether to take up the extension options or to retender the entire suite of insurance policies.

The Council’s insurance brokerage contract, currently awarded to Aon, is also due to expire on 31 March 2024 and will need to be retendered this year.

Direct Payments

The Direct Payments team delivers a support service to approximately 880 individuals who have opted to have their assessed care and support needs met by receiving a Direct Payment. As part of its role, the team undertakes an ongoing programme of audits of individual Direct Payment accounts, to provide assurance that funding has been used in accordance with assessed support plans and agreed outcomes. The audit process also involves recovering surplus funds where appropriate.

During 2022/23, the team completed a total of 793 audits of clients’ accounts and recovered over £1.95m. Approximately £1.75m of this sum was paid back into the Council’s community care budget and used to support in-year expenditure. The remaining sum related to health funded clients and was returned to the Integrated Care Board.

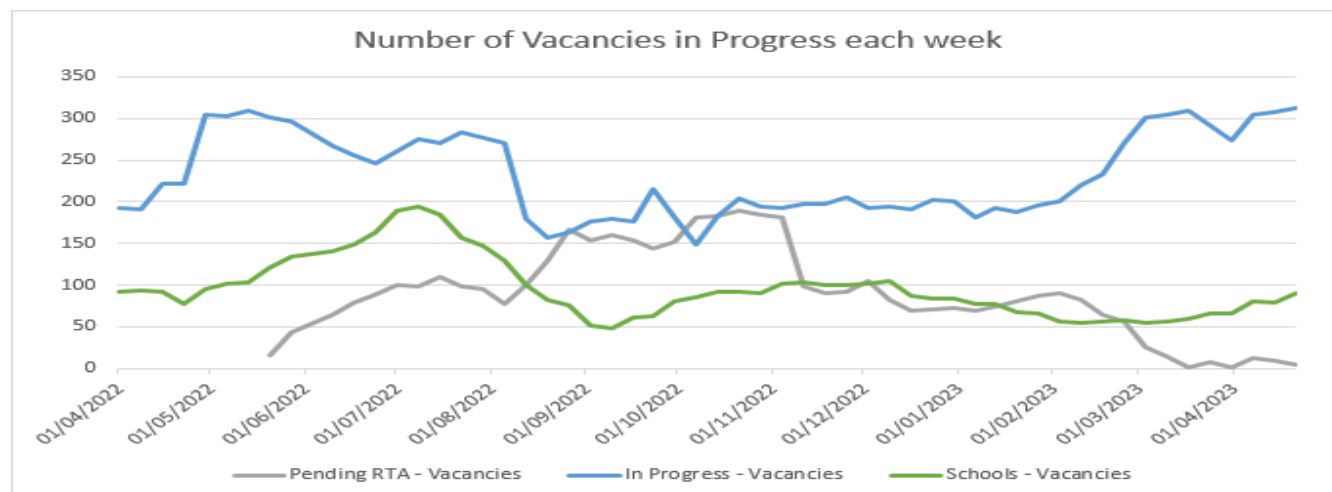
Sundry Debtors

During 2022/23 the Council raised 38,027sundry debtor invoices totalling £61,685,966. At year-end, the collection rate for debt raised in-year was 78.75%. It should be noted that the collection rate constantly changes in accordance with the value of invoices raised and the timing of payments received.

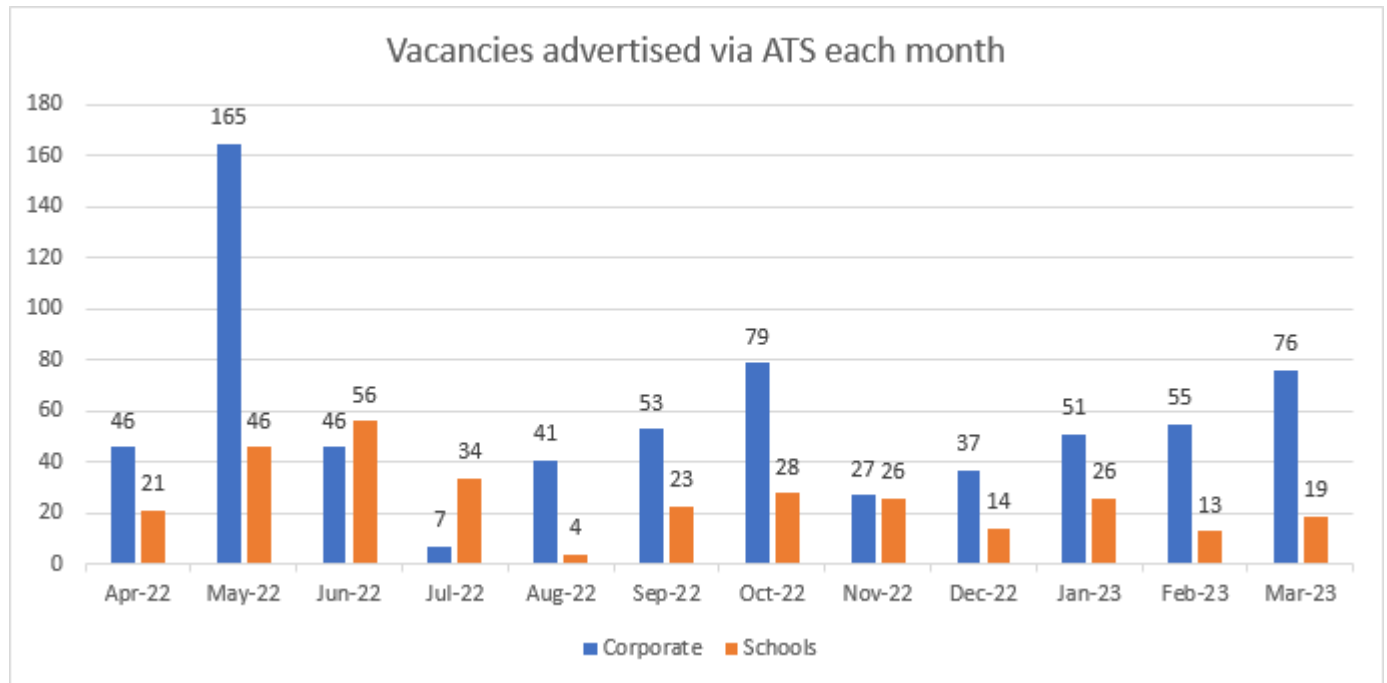
**2.7 Human Resources, Organisational Development, Policy, Performance and Efficiency**

On 28<sup>th</sup> February 2023, the Policy, People, Performance & Efficiency (PPPE) Department ceased to exist and was replaced by the Chief Executive’s Delivery Unit on 1<sup>st</sup> March, forming one of four departments sitting in the Chief Executive’s Directorate. In summary, the new department contains all of the services that were in the PPPE Dept, with the exception of the Partnerships function – elements of which have moved to service areas within the Environment & Regeneration Directorate. The operational HR functions now sit within a dedicated division to enable focused leadership and engagement across the Council, and are augmented with the addition of Health & Safety. The complement of services has been expanded by the addition of Communications & Marketing, and Research, Data & Intelligence, which have transferred in from other departments. In addition, the new Transformation Delivery Unit is situated within this structure. Future performance reports will reflect the structure and activity of the new department.

Despite significant ongoing challenges in terms of volume, the service has continued to incrementally reduce the amount of outstanding recruitment. Service volumes are represented below and it can be seen that demand for the filling of vacant posts remains high.



The line labelled 'Pending RTA – Vacancies' in the graphic above represents recruitment demand that could not be accommodated within the available resources, so was queued. This results from increased demand generally, but also from the annual upswing in school recruitment that occurs from May to September – further illustrated below. It's very positive that this had reduced to zero by the end of March, achieved through the application of additional resources, as well as some streamlining of process.



Work is now ongoing within the Transformation Programme to completely review the Council's approach to recruitment as it is clear that the existing operational platform, which was implemented in 2017/18, is not suitable for the labour market that now prevails. Further updates will feature in future reports and also in the reporting of Transformation Programme activity.

The Employment Relations function continues to support a broad range of work across the organisation, whilst continuing to balance a higher than average volume of HR casework. It was noted in Q3 that as the Transformation Programme commences and organisation begins to change, there is no capacity in this 'Business as Usual' area to support that change. A different resourcing model has been designed and will be refined and consulted upon during Q1 of 2023/24 to configure timely HR support to change objectives. A further report on this will feature in the Q1 2023/24 report.

The Pay & Pensions service is operating on a stable basis, however the unpredictability of timescales around the agreement of Local Government pay awards for 2023/24 creates issues for this service. The later these agreements are made, the more retrospective work there is to be processed by this service area, and resources do not exist to cover this so a pragmatic approach has to be taken, usually incurring cost to the Council in respect of overtime and additional hours worked. Further updates on those negotiations / agreements is in the Emerging Issues section below. It is already clear however that it may be some months before the pay awards that should have been agreed nationally for implementation on 1<sup>st</sup> April 2023 will be significantly delayed.

The service has set up and delivered the recruitment exercise leading to the appointment of two new Operational Directors in Adult Social Care – an exercise that forms part of a directorate restructure. In addition, the appointment of the new Executive Director Environment & Regeneration has concluded, following a search campaign and a comprehensive assessment and selection process delivered by the HR and Organisational Development Services, in conjunction with a commercial partner and North West Employers. A similar process is being put in place to recruit the Council's next Executive Director for Children's Services.

The Liverpool City Region (LCR) Learning and Development collaboration project is continuing to deliver Race Equality Training for employees and managers across the region. To add value to the project, EqualTeach have been commissioned to deliver Elected Member Training regarding Race Equality with 12 Members attending in March 23. Positive feedback from the session has stated;

*“Overall, it was one of the most successful seminars I have attended. The trainer’s ability to deal with Unconscious Bias was, in my opinion, exemplary”.*

Further sessions to be explored for those unable to attend the initial training later in the year

To complement the Health and Wellbeing programme, delivered by the Health Improvement Team, further dates have been established for Mindfulness Courses’ with the Positive Behaviour team. The Mindfulness courses will be offered on a 1:1 basis, group sessions and a comprehensive 8-week course for those requiring a longer term intervention. The Organisational Development (OD) Team has been liaising with Employment Relations Service to promote to the right audience to ensure greater impact. This is designed to prevent absence and promote effectiveness within the services of those employees who attend.

A celebration and recognition event was held for those employees that recently completed the Institute of Leadership and Management (ILM) Level 3 qualification. The Chief Executive presented certificates to those able to attend and celebrated the success stories with the cohort. Halton Borough Council has recently undergone the annual assessment with the Awarding Body, an extract from the final report can be seen below;

*“This is a small, competent, ILM Centre which continues to successfully recruit to Level 3 Award in Leadership and Management and Level 5 Award in Leadership and Management. The learners on programme are employees of Halton Borough Council, who clearly benefit from their studies, and learner and employer satisfaction has been evidenced through learner progression from Level 3 to Level 5, and enhanced job performance”.*

The e-learning platform has been redesigned and launched in this quarter, giving the platform a more contemporary appearance and ease of navigation for users’. The themes have been mapped against the Organisational Development Strategy and the key topics of the Transformation programme – this will ensure that investment in learning is clearly aligned to organisational priorities and forms part of a shift in focus for the Organisational Development service which will take place over the coming months.

E-learning take up in the quarter was 1373, representing an excellent return on investment across the 13 week period. In essence this translates into an average of 21 episodes upskilling per day through this platform alone.

The HBC Apprenticeship Policy has been updated for the new financial year, offering more flexibility to services through the initiative of ‘freezing’ vacant post budgets to match apprenticeship duration, with the new hire apprentice commencing at 75% of the appropriate salary level applicable to the position. It is anticipated that this will enable the Council to attract more apprentices, which aligns with an expanded portfolio of nationally available approved apprenticeships. The Council will also be offering new hire apprenticeship rates for higher level and degree apprenticeships.

1 further new hire apprentice was appointed in the quarter (Heavy Vehicle Service & Maintenance Technician L3), taking the Council to a complement of 8 new hire apprentices.

A new initiative has been implemented in partnership with Riverside College – targeted recruitment to in relation to our Administration Service function of A-Level business students who are coming to the end of their qualification, this seeks to address need in an area in which we’ve struggled to recruit in recent times. This is particularly appealing to those students who do not wish to go onto University and want to expand their knowledge and develop skills and behaviours in a working environment and to start their careers.

In addition to the work on apprenticeships, one Traineeships has commenced.

## 2.8 ICT and Administration

Through extensive research and workshops, the project team within Halton ICT Services has started to gain an understanding of the 'Art of the Possible' and the opportunity open to the wider user environment by starting to look at the use of the Microsoft M365 and Azure Cloud platforms. In conjunction with other cloud-based offerings opening up the world of interactive solutions such as AI, machine learning, improved and simplified user and customer experience, opportunities that express themselves through face to face, call centre, web, even telephony and just as importantly the internal customer experience through the technology platform we use as officers and councillors.

This and the next quarter for the teams associated with the changes ahead they will be looking to deploy this development of positive change for the wider authority.

As discussed within previous reports the development of the M365 Microsoft platform is a key development for all teams within the wider authority. Within Admin, ICT and Customer Services we are to implement considerable change under the transformation programme ahead, designing new ways of working allowing for integration with the new platform ahead of us currently completing the design phase.

As discussed, the design phase of this deployment must consider the objectives of the authority moving forward and the new ways in which it needs to work to survive within these constantly restrictive yet costly economic times.

The platforms ahead will be designed to allow for process innovation, linking services with self-help and self-service portals, this will target a more personalised customer experience for residents to register within these systems as well enabling faster turnaround of services together with accurate data links with our clients and partners as these projects evolve over the next 24 months.

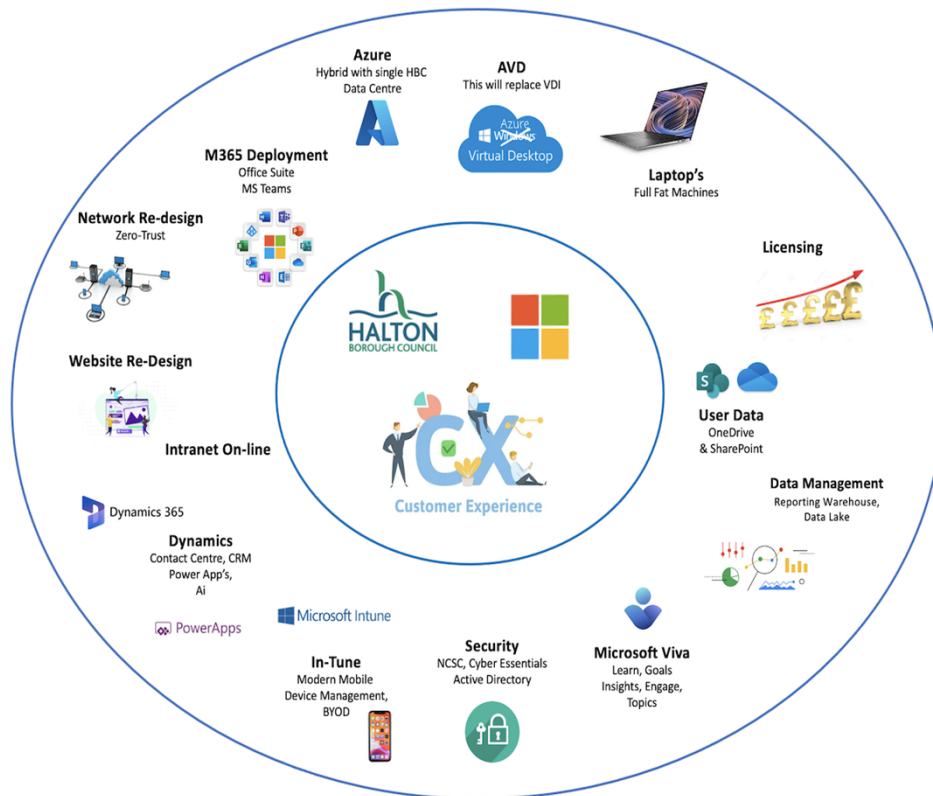
These projects are not overnight developments but ones that will be linked to the base platform currently in design.

The authority has partnered with an external provider, one with considerable experience across the NHS and Local and Central Government agencies in aiding with the development of the Microsoft platforms.

The objective is to have the finalised deployment plans in place by May of this year ready for final costings to be negotiated and approved by the authority.

This will encompass new and innovative ways of working from changes to the data centres reducing power consumption, through to new more secure desktop environments and simpler ways of accessing the systems and services used by all every day.

The changes ahead are considerable but planned to enhance and develop the internal and external customer experience over the coming years as this considerable range of projects evolves to deliver services within Halton. The officer desktop experience will be one of the first projects to be delivered in line with the recent deployment of M365 to councillors.



## 2.9 Legal and Democracy

Executive Board have approved minor amendments to the Constitution and recommended them to Council in Quarter 1.

Work has continued with Merseyside and Cheshire colleagues on the establishment of the Heath and Care Partnership.

The team continues to be deeply involved in the Transformation Programme.

The Education and Social Care team in Legal is still under great pressures due to case load and court timescales.

Attempts to recruit a Taxi Licencing Enforcement officer are continuing.

Legal Services have again been providing support in respect of major projects including Mersey Gateway and Freeport.

## 2.10 Stadium

Widnes FC recorded their record home attendance when they played Macclesfield Town FC with 630 spectators, they are currently in a relegation battle.

The Stadium hosted St Helens RLFC for training due the inclement weather and not being able to train as their usual venue prior to them travelling to Australia to become World Club Champions.

Widnes Vikings started their 2023 Betfred Championship Campaign in fine form winning 5 out of 8 games. Attendances are comparable to the 2022 seasons.

The stadium hosted North Wales v Dewsbury after an RFL recommendation due to a home ground fixture clash.

The annual Mayors Civic Ball was held at the stadium, hosting civic leaders from surrounding boroughs.

The upgrade of the executive box level started, seeing new tables, chairs and AV equipment for each box.

Self-service tea/coffee trial begins on the executive level, offering a wider selection and possible reduction cost.

Entertainment PA system purchased to reduce the potential cost of larger scale events at the Stadium. A stage and canopy will follow in the new financial year.

## 2.11 Catering - School Meals

The school meals service was given the news in February/March that Full Council and the Executive Board had made a decision that from the 31st March 2025 Halton Borough Council would no longer be providing a meal provision within schools. This raised alarm bells for the 200+ employees that will be affected by this decision. Meetings took place with the affected workforce, management, unions and HR to relay this news and to try and ease anxiety levels. Subsequently we are feeling the knock-on effect by this decision, as staff are looking for job security and moving to alternative positions in and out of the council.

External catering providers have been in touch with management over the possibility to speak to schools. Management are happy to engage with the providers and the schools leads to make the transition a smooth one.

Another decision by Full Council and the Executive Board to close two day care centres has also had a knock on affect to the school meals service. We currently provide the catering in these facilities and as a direct result of the closures planned for the end of August 2023 a business case has been presented to the HBC Steering group which sees the deletion of two catering supervisor positions.

Due to the uncertainty of the school meals service, we are struggling to retain staff and therefore foresee a recruitment issue moving forward.

## 2.12 Registration Services

- Certificate stock check for the General Register Office
- Completion of the Annual Performance Report for the General Register Office
- Updating of the Business Continuity Plan
- Celebration Event to Award Halton Registration Service the Award of the Outstanding Contribution Award by the
- Three Registrars completed Level 2 in Information, Advice and Guidance
- Review of Call Centre and HDL Scripts
- Setting of new fees for 2023/24 an 2024/25

## 2.13 Property Services (Operations)

### St Patrick's Nursing Home Redevelopment

Design development works ongoing in respect of proposals to build a new 16 bed extension and refurbish the remaining accommodation. Works planned to be carried out in 2 phases with an estimated works cost of £2.6m. Planning application submitted. Now looking at options to decarbonise the building as part of the scheme and in respect of this we are intending to submit a bid for additional funding to the governments decarbonisation fund as part of the City region.

### St Luke's Nursing Home Refurbishment

Design development works ongoing in respect of proposals to refurbish existing accommodation in 4 phases, estimated works cost of £1.1m. Now looking at options to decarbonise the building as part of the scheme and in respect of this we are intending to submit a bid for additional funding to the governments decarbonisation fund as part of the City region.

## Proposed New Leisure Centre Moor Lane

The contract start date was 9<sup>th</sup> January 2023, works are progressing well the reduced dig is complete, foundations and drainage is currently being installed. Contractual completion date is 3<sup>rd</sup> February 2025.

## Education maintenance programme 2022/23

The 2022/23 Education maintenance programme was approved by Council In March. The programme consists of 13 separate projects with an estimated cost of circa £780k. All projects have now been completed.

## Corporate Maintenance programme 2022/23

The 2022/23 Corporate maintenance programme was approved by the Asset Management Working Group. Many projects have now been completed, a few are rolling over or being deferred to next years' programme, all the available budget has been spent, other than a small amount which is being accrued to next year.

## Camden Buildings, High Street- refurb to create digital/creative hub

Approval to the Town Deal funding was obtained in October and works are now progressing through to RIBA stage 4 design on 59/57. 69 is now going to be delivered as a separate project. The purchase of 63 has now been completed so design works to 63/65 will recommence in the new financial year.

## Brookvale Rec- Proposed Refurbishment works

An initial feasibility study has been submitted, this is currently being updated following further consultation with the Sports Development team. We are expecting the updated study will be provided in early April

## Pickering Pastures- Proposed new pavilion building

The feasibility report has been updated to reflect the increasing costs, the budget estimate for the project is £520k. A report is going to Exec Board at the April meeting to seek approval to proceed with the project.

## Cavendish School - 2 class extension

The project has been tendered and a preferred contractor is waiting to be appointed, Planning approval has now been obtained. Costs are likely to raise due to length of time between tender return and obtaining planning approval, will need to liaise with preferred contractor in due course. Start date has yet to be agreed as awaiting travel plan from school which needs approval.

## The Brindley- Proposed extension

Approval to the Town Deal funding was obtained in October, following which design development is now progressing through RIBA stage 4. The preferred option has been agreed with a budget cost estimate of £5.6m. Planning approval is expected towards the end of April. Project to be tendered via the Chest in due course.



## Runcorn Library redevelopment

Design development works ongoing to create an NHS Health & Education hub. The feasibility study has been completed and circulated for comment, budget cost £1.8m. Approval to proceed to RIBA stage 3 now obtained, these design works are now progressing.

## Elite House- Redevelopment

Approval to the Town Deal funding was obtained in October, there is also a bid in to the Combined Authority however for additional funding as the Town Deal funding is insufficient to carry out the desired scheme, the outcome of this as yet unknown, it is anticipated however that a decision on that will be made prior to the end of May. The RIBA stage 2 report has been issued by the architects for comment and feedback, discussions are ongoing and it is anticipated that this will move to RIBA stage 3 once the outcome of the additional funding is known.

## Changing Places Facilities

Funding has been secured for 3 Changing Places facilities which were originally planned to be in Victoria Park, Shopping City and the Stadium respectively. The works within the Stadium are now complete and the facility available for use. Planning approval has been obtained for the project in Victoria Park, this is currently out to tender with returns due back in mid-April, following which works will commence on site. The project in Shopping City has stalled however due to the owners not committing to contributing to the funding therefore approval has now been obtained to install the facility in Halton Lea Library as an alternative, design works are progressing with same.

## Unit 10 Refurbishment

Works are progressing, the only outstanding works now are the roller shutter replacement and the upgrading of the fire doors, it is anticipated that these works will not be completed before the end of June due to the long lead times, once complete Tarmac will undertake their own fit out.

## Decarbonisation Projects

Following completion of the decarbonisation works at the stadium further feasibility studies have been commissioned in respect of carrying out further work at our buildings subject to funding. We are currently working with the NW Net Zero Hub with a view to submitting a Combined Authority bid to the Decarbonisation fund in 2023. It is anticipated that this will cover 5/6 buildings, but yet to be confirmed.

## Wigg Island- Demolition of former Pavilion

The demolition works are now complete.

## Education maintenance programme 2023/24

The 2023/24 Education maintenance programme was approved by Council In March. The programme consists of 13 separate projects with an estimated cost of circa £780k. All projects have now been completed.

## Corporate Maintenance programme 2023/24

The 2023/24 Corporate maintenance programme has been approved by the Asset Management Working Group. Design works are starting to commence on the various projects in the programme.

## Education SEMH Resource base projects

There are 5 schools where we are looking at upgrading the facilities to create Social, Emotional & Mental Health (SEMH) resource bases for both KS1 & KS2 groups. All projects are currently in the early design stage

### 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:-

#### **3.2 Finance - Benefits Division**

##### **Household Support Fund No. 4**

In the Chancellor's Autumn 2022 statement it was announced that the Household Support Fund is to be further extended from 1st April 2023 to 31st March 2024, and on 20<sup>th</sup> February 2023 the Government informed Halton that it would receive a grant allocation of £2.6m for 2023/24. The Government have changed the requirements for this allocation, such that part of the funding must be distributed on the basis of an application process. However, the Council can still proactively target particular groups of households.

The following areas have been allocated funding to support vulnerable households and residents of the Borough with the ongoing cost of living crisis:

##### **Discretionary Support Scheme**

In order to meet the requirement to operate part of the scheme on an application basis, £356,000 of the funding has been allocated to the Discretionary Support Scheme, which has an existing telephone application process.

##### **Free School Meal Vouchers**

In order to provide assistance to vulnerable households with children, funding will be allocated to low income families with children, by issuing free school meal vouchers of £12 per week during all of the school holidays. It is estimated that the free school meals vouchers will cost approximately £1,170,000 in total. This will provide approximately 7,500 children with free school meals throughout all of the school holidays over the coming twelve months.

##### **Pensioner Households on Council Tax Reduction**

All pensioners currently receiving council tax reduction (CTR) will be provided with a one-off award of £120. It is estimated that 4,181 pensioner households on CTR will benefit from this award, at a total cost of £501,720.

##### **Public Health and Care Leavers**

£100,000 will be allocated to Public Health who will target support at vulnerable households who may fall outside those areas covered by the rest of the Spending Plan. Public Health will also be targeting support to families who have pre-school age children, and are flagged on the Income Deprivation Index affecting children.

In addition families who have disabled pre-school age children will be targeted for support. It is has been decided to allocate £82,126 to Public Health for this particular project. Children's Services currently have 135 recent care leavers and up to 50 young people in care who will become 18 years old in the next 12 months. It is proposed to assist these two vulnerable groups during the cost of living crisis with the following: energy bill support, household packs to assist with keeping warm, saving energy and cooking, and emergency food and hygiene packs. It is proposed to allocate £82,127 to Children's Services to provide the above mentioned support.

##### **Voluntary Sector Partners**

It has been agreed to ask Voluntary Sector Partners to once again assist the Council with the delivery of Household Support Fund assistance to residents. The allocations made previously for six month periods, to Citizens Advice, Food Banks, and Affordable Warmth etc. have been doubled for the coming year. Each organisation will provide a detailed proposal of how they intend to utilise the funding and throughout the year they will provide the Council with monitoring information for submission to the DWP.

##### **Delivery and Co-ordination**

The Benefits Division will co-ordinate use of the grant on behalf of the Council. A spending plan has been developed which will provide a basis for monitoring spending against the grant and help to ensure full utilisation by 31 March 2024. Quarterly returns have to be submitted to the DWP to demonstrate progress of the distribution of the Household Support Fund.

## **3.3 Revenues and Financial Management Division**

### VAT Treatment – Leisure Services

On 3 March 2023, HMRC changed the treatment of VAT in respect of leisure services which councils provide to the public. Leisure services are now treated as a non-business activity for VAT purposes and therefore outside the scope of VAT. The Council is working with its VAT advisor, PWC, to submit a claim to HMRC for recovery of output VAT against leisure services over the past four years.

### 2022/23 Statement of Accounts

Financial Management are currently in the process of drafting the 2022/23 Statement of Accounts for the Council. The deadline for publishing the draft accounts has been brought forward this year to 31 May 2023, two months earlier than for 2021/22. The earlier deadline was confirmed by Government on 31 March 2023, despite having issued a consultation seeking views from councils on the published date. The deadline date for the accounts to be signed off by the Council's External Auditor (Grant Thornton) is 30 September 2023.

## **3.4 Audit, Procurement and Operational Finance Division**

### Transforming Public Procurement Bill

The Procurement Bill completed its passage through the Committee Stage in the House of Commons in February and will now progress to Report and then Third Reading. The final stage in the Parliamentary process is 'consideration of amendments', when it returns to the House of Lords. Once the Bill achieves Royal Assent, work to finalise the secondary legislation will include a public consultation on the draft regulations. It is anticipated that the "go-live" will not take place until Spring 2024 at the very earliest.

As previously reported, at this stage it remains uncertain as to what extent the changes will impact on the Council's procurement arrangements. It is however important to note that the new regulations will only apply to above threshold (i.e. higher value) procurement activity. The majority of the Council's procurement is below threshold and will therefore be unaffected and will continue to be governed by the Council's Procurement Standing Orders. The Government has stated that it will provide at least six months' notice ahead of the new requirements taking effect. This will give public authorities and service providers time to prepare for the changes to the revised public procurement processes.

## **3.5 Human Resources, Organisational Development, Policy, Performance and Efficiency**

The 2023/24 Local Government sector pay claim for NJC staff (grades HBC1 to HBC11) remains under negotiation at a national level – the claim is 'inflation plus 2%'. This presents significant affordability challenges for the whole sector but reflects the economic backdrop within which the workforce is living, and mirrors the industrial relations climate prevalent in other sectors. Following a national offer of £1925 against every NJC pay point (representing an increase of between 3.88% and 9.24% depending on grade), consultation has taken place between trade unions and their membership, with no agreement being reached. The joint trade unions are now progressing to ballot their membership on industrial action across the country. On that basis, the Operational HR Division will support management across the Council in preparation for managing the impact of strike action.

The 2023/24 pay award for Chief Officers (Divisional Manager grade and above) has been agreed nationally at 3.5%.

A watching brief is being kept on wider employment relations issues across the sector. Teaching staff in some trade unions have taken industrial in response to the pay offer related to pay awards and are set to continue. In practical terms it places significant additional workload on the Pay & Pensions team as it results in the processing of a number of payroll and pension contribution adjustments after each episode of action. To date this has been contained, however any further increase in demand resulting from this will need to be resourced.

Harsh labour market conditions continue and the challenges in the resourcing of many service areas continues. As reported above, work around the re-engineering of the recruitment process, along with the setting up of specific recruitment campaigns for blocks of vacancies.

A campaign specific to Care Home recruitment went live in early January 2023 and has delivered favourable results. Sub-regional economic data continues to demonstrate that paid employment in the Liverpool City Region is at an all-time high. Recruitment and retention of social work staff in Children's Services remains a significant challenge in all Councils across the region. From a Halton perspective, an organisational response to this issue is now being supported by resource from the Transformation Delivery Unit.

Linked to the issue above, the use of agency workers continues to be high. Refer to PPPE LI 05 / 06 in Appendix 2 below for volumes and expenditure against the Council's corporate contract. Where the corporate contract cannot deliver workers, as the agency market is also affected by availability of suitable labour, off-contract arrangements are implemented. These have an associated cost of circa £5m in 2022/23, however year-end analysis of how far this is offset by budgets attributed to vacant posts and grant funding remains in progress at the time of writing. Included within this are some legacy off-contract arrangements in some of the Council's care homes, based on the business arrangements that transferred in. Work is underway to bring those functions into the corporate contract, but this must be done in a measured way so as not to effect a sudden loss of resource. This matter was subject to a specific report to the Corporate Policy & Performance Board in September 2022, which noted that a significant reduction can only occur as the recruitment issues outlined above are resolved. To provide organisational focus on this, reduction of agency worker usage is being supported by resource from the Transformation Delivery Unit.

As reported in Q3, the retained EU law (revocation and reform) Bill was published on 22 September 2022. EU derived law is set to expire on 31 December 2023 unless by then the Government has decided to retain it (it can extend deadline to 31 December 2026), and it remains unclear what this will mean for current UK HR legislation. This situation continues to be monitored and will be reported in future reports as appropriate.

### **3.6 ICT**

Work has started within the department to assess and analyse the new Administration Work stream under the control of the corporate transformation programme. The impact of any change will be reported upon over the coming weeks in order to define a process and timeframe to progress with the project. Reports will be taken to the corporate management Team and reports will be made to the corporate HR Steering Group to define the opportunity ahead.

As previously noted, the ICT work stream is considerable and every effort will be made by the teams to maintain business as usual support to all users as well as deliver the projects ahead, plans will be reported against and as the new projects evolve the outcomes will also be detailed within this report.

In addition to the above technical programme of work the Front Door Transformation programme will also start, again plans are already being prepared with detailed strategies for the development of the customer services environment such as the contact centre systems and the CRM systems that control and operate the customer facing roles, integrated services such as the HBC web sites, and intranet will also be part of the first phase of the programme of work. Detailed definitions of the phases will evolve over the following quarter and will start to be reported against as themes emerge.

### **3.7 Legal and Democracy**

Work is underway to prepare for the local elections on 4 May and the subsequent induction of any new Members. Council will consider the revised Constitution at the Annual Meeting, at which the Mayor and Deputy for the forthcoming year will be installed.

It is expected that pressures on Legal's Education and Social Care team will continue, and recruitment will take place to replace 2 Solicitors who will move on from the team in Quarter 1. Efforts to secure a Taxi Licencing Enforcement Officer will continue.

### **3.8 Community & Environment – Registration Services**

Recruitment issues due to retirement and vacancies with casual staff

## 3.9 Property Services (Operations)

### Protect Duty

The 'Protect Duty', more commonly known as Martyn's Law is due to come in to force later in the year. The legislation will place a requirement on those responsible for certain publicly accessible buildings, locations and venues to consider the threat from terrorism and to implement appropriate and proportionate mitigation measures. It will mainly focus on the requirement to undertake risk assessments of the various locations following which plans must be put in place in respect of implementing appropriate mitigation measures. The impact of this is that it may likely mean the introduction of measures such as public address voice alarm (PAVA) systems in certain venues where not already installed together with the enhancement of other factors such as street furniture, e.g. bollards, to prevent vehicular access to certain areas.

### Accommodation review

With the new agile approach to working since the COVID pandemic, i.e. with office based staff only needing to be in the office for a minimum of 40% of the time, subject to service requirements, our main office accommodation is now significantly underutilised which gives us an opportunity to rationalise our office bases. Following on from a report produced in January 2023 in to our accommodation a Members working group has been set up and had a first meeting to start looking at how we can rationalise our main office accommodation to ensure the space is used more effectively in the future and to help generate revenue savings. Future updates will be given as this work progresses.

### Rising Construction Costs

Construction costs have been rising significantly in the recent past which is having an impact across all projects. Whilst all sectors in industry have been affected by inflation, the construction industry appears to have been hit particularly hard with certain sectors, such as steelwork production, seeing increases in costs of up to 100%. The future outlook at present is that tender prices are unlikely to fall in the short to medium term, the hope being that these may settle down in the longer term.

### 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. We are currently working in conjunction with the NW Zero Carbon Hub with a view to submitting a Combined Authority bid in the Autumn of 2023 when the next round of the government's decarbonisation fund opens up. This will likely cover 5 or 6 of our buildings where the boiler plant is nearing the end of its useful life and if successful will allow us to electrify the heat & hot water provision.

## 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 Q4	Supporting Commentary
Report 2022-25 Medium Term Financial Strategy to Executive Board - <b>November 2021.</b>		Medium term Financial Strategy reported to Executive Board 17 November 2022
Report 2022/23 revenue budget, capital programme and council tax to Council - <b>March 2022.</b>		Medium term Financial Strategy reported to Executive Board 17 November 2022

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 Q4	Supporting Commentary
Provide <b>monthly</b> financial reports to budget holders <b>within 8 days of month end.</b>		Reports all issued on schedule to date.

Provide <b>quarterly</b> financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports.		Quarter 4 financial outturn reports are being finalised and will be shared with Operational Directors for inclusion in Performance Monitoring Reports.
Provide <b>quarterly</b> monitoring and forecasting reports on the overall budget to Executive Board.		Quarter 4 monitoring report on the overall budget will go to Executive Board on 15 June 2023.

Ref	Objective
FS 03	<b>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.</b>

Milestone	Progress Q4	Supporting Commentary
Publish the Statement of Accounts following external audit and the Annual Governance Statement <b>by 30<sup>th</sup> September 2021.</b>		The draft accounts were published and shared with the External Auditor on 13 July 2022, ahead of the deadline of 31 July. The audit took longer than expected and the Audit Findings Report was eventually presented to Audit and Governance Board on 23 November 2022.









Ref	Objective
FS 04	<b>Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy.</b>

Milestone	Progress Q4	Supporting Commentary
Establish Treasury Management Policy and report to Council - <b>March 2021.</b>		Treasury Management Policy reported to Council on 02 March 2022
Provide monitoring reports to Executive Board <b>on a bi-annual basis.</b>		Reported to Executive Board 17 November 2022.





Ref	Objective
FS 05	<b>Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.</b>

Milestone	Progress Q4	Supporting Commentary
Establish and report prudential indicators to Council - <b>March 2021</b> .		2023/24 Prudential indicators reported to Council on 08 March 2023
Provide monitoring reports to the Executive Board <b>on a bi-annual basis</b> .		Reported to Executive Board 17 November 2022.

### Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
FS LI 01	Receive an unqualified external audit opinion on the accounts	Yes	Awaited	In Progress		N/A	Unqualified external audit opinion on the 2021/22 Statement of Accounts received 01 March 2023.
FS LI 02	Receive an unqualified VFM opinion from the Council's External Auditor	Yes	Awaited	In Progress		N/A	Final VFM opinion expected to be reported to Audit and Governance Board in July 2023.
FS LI 03	Proportion of Council Tax that was due that was collected	94.14 %	94.25%	93.92 %			This is down by 0.23% compared with the same point last year. Impacted by resource being allocated to the energy rebate scheme at the expense of undertaking on-going recovery action during the first half of the year.
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	96.18 %	97.50%	97.93 %			Business rates collection for the final quarter of the year is 97.63%, up by 0.25% on this point last year.
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	16.22	18	23.71			The Benefits Team has experienced long term staff sickness absence, and maternity leave during 2022/23, and this has had a significant impact on processing performance.









Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
FS LI 06	Average time for processing notifications of changes in circumstances	4.82	8	9.55			The Benefits Team has experienced long term staff sickness absence, and maternity leave during 2022/23, and this has had a significant impact on processing performance.
FSLI 07	Proportion of all supplier invoices paid within 30 days (including disputed invoices)	92.6%	93.0%	91.13 %			Delays in recruiting to vacant posts have seen invoice payment performance drop slightly when compared to 2021/22.

Policy, People, Performance & Efficiency Service



**Key Objectives / milestones**

Ref	Objective
PPPE 01	<b>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 &amp; Development offerings to individual service areas.</b>


Milestone	Progress Q4	Supporting Commentary
Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>June 2022</b>		All themes have been given attention. The lag in some activity due to restrictions in 2020 and 2021 means that the strategy has been amended in places, and augmented, and will be rolled forward to become the 2023 – 26 strategy.
Review and refresh annual training calendar <b>September 2022.</b>		Complete
Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions <b>April, September, December 2022, and March 2023.</b>		Ongoing and on target. Focus is shifting to Transformation Programme themes.
Embed knowledge and skills gained from Senior Leadership and Management Development Programmes (MBA / MSc) <b>December 2022.</b>		Engagement with acquired learning will contribute to the Council's Transformation Programme.



Milestone	Progress Q4	Supporting Commentary
Complete delivery of in-house modular Leadership and Management development activity <b>March 2023.</b>		On target.
Monitor the embedding of knowledge and skills gained in-house modular Leadership and Management development activity. <b>Ongoing and report in March 2023.</b>		On target.

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

Milestone	Progress Q4	Supporting Commentary
Establish 10 new apprentice placements within Council services, compliant with the requirements of apprenticeship legislation <b>March 2023.</b>		8 recruited to and sustained, thus target missed – refer to Key Developments for further commentary on a revised approach.
Establish 20 new existing employee apprenticeships to enable up-skilling in a range of business areas, compliant with the requirements of apprenticeship legislation <b>March 2023.</b>		Target met.

Ref	Objective
PPE 03	<b>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.</b>


Milestone	Progress Q4	Supporting Commentary
Review and consider most appropriate resourcing mix in collaboration with service management in areas of highest agency usage <b>December 2023.</b>		Work ongoing in this area, specifically in Adults and Children's services. This is now a project in the Council's Transformation programme.



Implement resourcing plans with service management in appropriate areas <b>December 2023.</b>		As above.
Ongoing monitoring of agency usage and spend <b>April, September, December 2022, and March 2023.</b>		In place. Currently high spend. Actions to be taken to step down – issue a is a target project in Transformation Programme.

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







Milestone	Progress Q4	Supporting Commentary
Identify service areas with highest consistent recruitment demand, turnover, and low attraction rates <b>September 2022.</b>		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 <b>December 2022.</b>		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 <b>June, September, December 2022, and March 2023.</b>		Market conditions making resourcing difficult across many areas, thus effectiveness of service may appear sub-optimal. However favourable results evident in Adult Care recruitment. Children's Social care remains an area under development.



















Ref	Objective
PPE 05	<b>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)</b>



Milestone	Progress Q4	Supporting Commentary
Identify programme priorities and develop accommodation review work stream (in conjunction with EEP Dept) <b>June 2022.</b>		Accommodation review work stream in progress

Mobilise programme work stream groups and commence baselining and evaluation work. <b>October 2022.</b>		Work completed and informing accommodation and asset review considerations.
Conduct evaluation and feasibility work to inform design of new policy and practice in Council workplaces <b>March 2023.</b>		Target missed, however this results from a conscious decision to configure workplace accommodation in an optimum way, then establish an appropriate framework within which to align working practice, contractual amendments around working practice, deployment of appropriate technology, and associated policy.

### Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 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)	12.98 (Days)			Target missed. Outturn consistent with previous year, but considered too high. Reconfiguration of HR services to take place to place more emphasis on wellbeing and proactively managing absence in services.
PPPE LI 02	Percentage of Employees without sickness	68.19	70.00	66.45			See commentary for PPPE LI 01 immediately above
PPPE LI 03	Total Full Time Equivalent Staffing Establishment (Indicator for information only)	3,250	For info purposes Only	3,204	For info purposes Only	For info purposes Only	Reported for information purposes only.
PPPE LI 04	Total Staff (head count) (Indicator for information only)	4,233		4,127			
PPPE LI 05	Total Agency Worker Usage (number of placements – year to date)	919	650	766			Outturn is driven by high usage in Children's and Adults Services, resulting from labour market conditions, however usage across other areas to cover vacancies is more prevalent than previous years - refer to Key Developments and Emerging Issues above for more detailed information.

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
PPPE LI 06	Total Agency Worker Cost (cumulative gross cost – year to date)	£8.3m	£5.0m	£8.34 m			See commentary for PPPE LI 05 immediately above
PPPE LI 07	Number of apprenticeship placements established in the Council. (Cumulative – year to date)	2	10	8			Target missed. Mitigating measures in place from 1 April 2023 - refer to Key developments for further information.
PPPE LI 08	% of training delegates attending as proportion of places reserved:	100	95	96			Target met. Further narrative available in Key developments section above.
	Face to face	95	95	99			
	Virtual						
PPPE L109	The percentage of top 5% of earners that are:						Slight downward movement on component indicator (a), which stood at 62.42% at same point last year.
	a) Women	64.2%	55%	61.4%			
	b) From BME communities	2.67%	2.0%	2.7%			
	c) With a disability	1.25%	8.0%	0%			Recruitment in top 5% of earners is not high volume, and as such scope for change is low.
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 %	1.29%			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%	1.31%			Shows improvement however fluctuation exists due to turnover and outturn tends to hover around target level. As indicated in figures provided.

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
PPPE LI 12	Average time to recruit (Applicant Tracking System reported figure)	19 Days	15 Days	35.3 Days			Outturn demonstrates the number of days taken from vacancy closing date to completion of recruitment. Given the increase in demand for recruitment throughout the year, meeting the target was always set to be a significant challenge. For more information refer to narrative in graphics in Key Developments.





**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 Q4	Supporting Commentary
Continued Enhancement of the virtualization platform to enhanced or new technologies - <b>March 2023.</b>		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. New Microsoft solutions are also under test with options for deployment linked to the Hybrid Cloud approach the authority will be taking
Further development of Cloud Services Platform - <b>March 2023.</b>		Enhancement planned in line with vendor software release and licensing restrictions to enhance functionality and the user experience
SharePoint and Records Management enhancements through the E5 licensing model - <b>March 2023.</b>		Enhancement planned in line with vendor software release and licensing restrictions to enhance functionality and the user experience, again considerable change is in front of us with the deployment of SharePoint Cloud and the benefits this will bring.
Continued development of Interactive Web Services, Enhancement and further SharePoint Integration - <b>March 2023.</b>		Enhancement planned in line with vendor software release to enhance functionality and the user experience – As above the developments discussed within the body of the document will bring considerable opportunity for enhancement in the future.
Further development of commercial ICT opportunity within desktop, hosting and DR provision - <b>March 2023.</b>		This will always 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 – <b>March 2023.</b>		Changes and enhancements are managed on a daily basis as the ever-changing security landscape evolves compliance with NCSC regulations and corporate and client needs remain a focus – £150'000 funding gained.

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 Q4	Supporting Commentary
Continuing improvements, enhancements and commercial use of Cloud system - <b>March 2023.</b>		All of the authorities' internal and external clients now successfully utilise this solution – delivering HBC services to partners, clients and internal users. With M365 becoming the focus as we deliver the E5 licencing suite within the Microsoft cloud.
Continuing workflow implementation together with a centralised and online postage systems - <b>March 2023.</b>		Continuing to support the technology developments as well as administrative process across the authority. This will evolve and enhance as part of the technology developments ahead.
Improvement and enhancement of all web-based customer interfaces - <b>March 2023.</b>		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. Linked the SharePoint development strategy and links to the M365 suite currently in development.
Continued development of document management and distribution services - <b>March 2023.</b>		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 Q4	Supporting Commentary
Continual development of the I Want Admin/Finance/HR Portals - <b>March 2023</b> .		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 - <b>March 2023</b> .		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 <b>March 2023</b> .		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.

### Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
ICT LI 01	Average availability of the Council's operational servers (%).	99.98	99.00	99.040			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/Weekends.
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.97	99.00	99.67			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 in its continual development.

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
ICT LI 03	School Support SLA: % of calls responded to within <u>agreed</u> target*:						Support remains at the same levels within this client environment, service agreements are due to be signed and a review of the service supply will be reviewed in line with the transformation process and corporate requirement.
	Priority 1	100	85.00	100			
	Priority 2	100	90.00	100			
	Priority 3	100	95.00	100			
	Priority 4	100	95.00	100			
ICT LI 04	Average working days from delivery to completion of a new PC.	5 (Days)	5 (Days)	2			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.



### Legal & Democracy

#### Key Objectives / milestones











Ref	Objective
LD 01	<b>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.</b>

Milestone	Progress Q4	Supporting Commentary
Review constitution - <b>May 2021.</b>		The revised constitution was approved at Annual Council.

Ref	Objective
LD 02	<b>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.</b>

Milestone	Progress Q4	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 <b>by October 2021</b> .		All new Members have been inducted


### Key Performance Indicators

Ref	Description	Actual 21 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	54 (100%)	54 (100%)	54 (100%)			All Members are offered a MAP. All newly elected Members completed an initial MAP in May 2022
LD LI 02	Percentage of Members attending at least one organized Training Event.	51 (94%)	54 (100%)	53 (98%)			All Members are offered a hybrid development programme via in-house officer training and e-Learning via the L&D Portal. It is a matter of personal choice for Members and take up has been very high.
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.









**Community & Environment**

**Key Objectives / milestones**

Ref	Objective
CE 01	Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating.

Milestone	Progress Q4	Supporting Commentary
Deliver a promotion and educational campaign <b>March 2023.</b>		We are no longer exploring this option due to cessation of service.






**Key Performance Indicators**

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	71.42 %	75%	71.14 %			Off target
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	56.29 %	60%	64.33 %			On target as this includes school leavers in year 11. This should realign
CE LI 03	Take up of school lunches (%) – primary schools.	57.81 %	60%	58.19 %			Off target
CE LI 04	Take up of school lunches (%) – secondary schools.	50.10 %	50%	57.18 %			On target







Property Services

**Key Objectives / milestones**

Ref	Objective
EEP 03	Corporate

Milestone	Progress Q4	Supporting Commentary
Commence Construction of new Leisure Centre on site by <b>31<sup>st</sup> October 2022</b>		Works commenced on site with the service diversion works on Moor Lane in October 2022, site mobilisation was carried out in December and the formal start on site was 9 <sup>th</sup> January 2023, completion being 3 <sup>rd</sup> February 2025.
Commence Construction of Extension to St Patrick's Nursing Home by <b>31<sup>st</sup> Dec 2022</b>		The project has been delayed whilst the consultation takes place with families. Design works are continuing but we are now looking to decarbonise the buildings and are applying for additional funding.
Deliver agreed programmed maintenance programme to Corporate Buildings by <b>31<sup>st</sup> March 2023.</b>		Budget fully committed, agreed works completed.
Deliver agreed programmed maintenance programme to schools by <b>31<sup>st</sup> March 2023.</b>		All agreed projects now complete.
Complete refurbishment of 71 High Street, Runcorn by <b>30<sup>th</sup> September 2022</b>		Completed.

## Key Performance Indicators

Ref	Description	Actual 2021 / 22	Target 2022 / 23	Quarter 4 Position	Current Progress	Direction of Travel	Supporting Commentary
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 £44,300 Commercial £643,046			A shortfall of income was projected to exclude the income from the lease of no 29 –31 Moor Lane Widnes. The shortfall has been improved by the completion of rent review at lease at Venture Fields Widnes
EEP LI 04	Occupancy rates of commercial and investment portfolio.	100 % Investment 89% commercial	100 % Investment 90% commercial	100 % Investment 93% commercial			There are 6 vacant properties which will be on the market or vacant until negotiations are concluded
EEP LI 05	Occupancy of Widnes Market Hall.	95%	96%	85%			In the past 12 months we have had a number of traders leave and others downsize, resulting in 18 more vacant units than 12 months ago. The reason being the very difficult trading conditions currently being faced. The introduction of parking charges to the main car park area has also impacted on the situation.

## 7.0 Financial Statements

**FINANCE DEPARTMENT****Revenue Budget as at 31<sup>st</sup> March 2023**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	6,000	5,798	202
Premises	0	14	(14)
Insurances	894	982	(88)
Supplies & Services	315	353	(38)
Rent Allowances	31,198	31,198	0
Non HRA Rent Rebates	70	65	5
Discretionary Social Fund	191	201	(10)
Discretionary Social Fund Household Support	2,373	2,373	0
Discretionary Housing Payments	300	288	12
Covid Isolation Expenditure	0	-9	9
Concessionary Travel	1,898	1,587	311
LCR Levy	2,241	2,241	0
Transfer to Reserves	262	245	17
Bad Debt Provision	77	86	(9)
<b>Total Expenditure</b>	<b>45,819</b>	<b>45,422</b>	<b>397</b>
<b>Income</b>			
Clerical Error Recovery	-400	-142	(258)
Rent Allowances	-30,598	-30,355	(243)
Other Fees & Charges	-264	-399	135
Non HRA Rent Rebate	-70	-96	26
Burdens Grant	-60	-308	248
Dedicated schools Grant	-111	-111	0
Discretionary Housing Payment Grant	-300	-279	(21)
Housing Benefits Admin Grant	-515	-515	0
Universal Credits	-5	-5	0
Council Tax Admin Grant	-204	-211	7
Household Support Fund Grant	-2,373	-2,363	(10)
Council Tax Liability Order	-501	-482	(19)
Business Rates Admin Grant	-155	-155	0
VEP Grant	-9	-9	0
Council Tax Rebate Scheme Admin Grant	0	-79	79
Covid Isolation Grant Income	0	36	(36)
Energy Bills Support Scheme	-330	-330	0
Family Annexe Council Tax Discount	0	-2	2
Alternative Fuel Payment Fund	0	-42	42
Schools SLAs	-278	-282	4
LCR Reimbursement	-2,241	-2,241	0
Reimbursements & Other Grants	-111	-135	24
CCG McMillan Reimbursement	-82	-85	3
Transfer from Reserves	-133	-238	105
<b>Total Income</b>	<b>-38,740</b>	<b>-38,828</b>	<b>88</b>
<b>Net Operational Expenditure</b>	<b>7,079</b>	<b>6,594</b>	<b>485</b>
<b>Recharges</b>			
Premises Support	227	227	0
Central Support Services	2,518	2,518	0
HBC Support Costs Income	-5,753	-5,753	0
<b>Net Total Recharges</b>	<b>-3,008</b>	<b>-3,008</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>4,071</b>	<b>3,586</b>	<b>485</b>

**Comments on the above figures**

The net department spend for 2022/23 is £0.485m below the approved budget for the year. Expenditure levels have been less than budgeted which have mitigated the underachievement in the income targets for the year.

With the additional funding from the pay award, and a number of vacancies within the department, Finance have been able to achieve their staffing turnover savings targets as well as seeing an underspend of £0.202m against the employee budget for the year. This has been achieved through a number of vacancies and making use of external funding to fund employees traditionally funded from base.

Concessionary travel costs for the year are £0.311m below the approved budget. Covid has significantly affected concessionary travel usage, despite central government intervention to try to promote and fund elements of public transport. Passenger levels are still not at the levels they used to be and the trend seems set to continue – there are plans within 2023/24 to begin reducing the level of support provided to bus operators given they continue to be paid at pre Covid patronage. The budget has been reduced going forwards as the Council are expecting costs to remain lower than pre Covid levels.

Rent Allowance Income is showing a significant shortfall of £0.501m (including Clerical Error Recovery) due to an increase in the costs of supported accommodation. 60% of these costs are funded from housing benefits, with the balance falling to the Council.

There were a number of New Burdens grants received at the back end of the financial year with a value of approximately £0.210m. These were received from grant to compensate for additional work having to be undertaken by the department during the year covering council tax grant schemes and business rate relief schemes.



**POLICY, PEOPLE, PERFORMANCE & EFFICIENCY DEPARTMENT****Revenue Budget as at 31<sup>st</sup> March 2023**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	2,147	2,116	31
Employee Training	123	188	(65)
Apprenticeship Levy	300	322	(22)
Supplies & Services	144	193	(49)
Agency	11	3	8
Other Expenditure	0	1	(1)
Contribution to Reserves	87	87	0
<b>Total Expenditure</b>	<b>2,812</b>	<b>2,910</b>	<b>(98)</b>
<b>Income</b>			
Fees & Charges	-132	-140	8
Reimbursements & Other Grants	0	-6	6
Schools SLA	-448	-452	4
Transfer from Reserves	-70	-70	0
<b>Total Income</b>	<b>-650</b>	<b>-668</b>	<b>18</b>
<b>Net Operational Expenditure</b>	<b>2,162</b>	<b>2,242</b>	<b>(80)</b>
<b>Recharges</b>			
Premises Support	72	72	0
Central Support	1,037	1,037	0
Recharge Income	-3,252	-3,252	0
<b>Net Total Recharges</b>	<b>-2,143</b>	<b>-2,143</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>19</b>	<b>99</b>	<b>(80)</b>

**Comments on the above figures**

At the close of the year, Policy, Performance, People and Efficiency net spend is over the approved budget by £0.080m.

Training costs are £0.065m higher than budgeted due to increased demand on the service over the course of the year

Supplies and services costs have been higher than forecast due to the reliance of consultants and legal professionals when dealing with complex tribunal cases. The main computer licence cost sitting within department is Trent, the software does not have the desired functionality so alternatives are being looked into, this might be an area of budget pressure going forwards as the department would need to operate the new system in tandem with Trent before fully switching.

Income targets were at achievable levels and overall actual levels were slightly above what was originally set.

**ICT & ADMINISTRATION****Revenue Budget as at 31st March 2023**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employee Expenditure	7,773	7,803	(30)
Supplies & Services Expenditure	1,012	769	243
Capital Finance	78	52	26
Computer Repairs & Software	1,149	1,122	27
Communication Costs	122	122	0
Premises Expenditure	99	141	(42)
Transport Expenditure	3	2	1
Transfer to Reserves	121	150	(29)
Other Expenditure	0	8	(8)
<b>Total Expenditure</b>	<b>10,357</b>	<b>10,169</b>	<b>188</b>
<b>Income</b>			
Fees & Charges	-624	-1,008	384
Schools SLA Income	-565	-526	(39)
Reimbursements & Other Grant Income	-106	-106	0
Transfer From Reserves	-485	-485	0
<b>Total Income</b>	<b>-1,780</b>	<b>-2,125</b>	<b>345</b>
<b>Net Operational Expenditure</b>	<b>8,577</b>	<b>8,044</b>	<b>533</b>
<b>Recharges</b>			
Premises Support	389	389	0
Transport	19	23	(4)
Central Support Services	1,593	1,593	0
HBC Asset Rental Support Costs	748	748	0
HBC Support Costs Income	-13,112	-13,115	3
<b>Net Total Recharges</b>	<b>-10,363</b>	<b>-10,362</b>	<b>(1)</b>
<b>Net Departmental Expenditure</b>	<b>-1,786</b>	<b>-2,318</b>	<b>532</b>

**Comments on the above figures**

The department's financial position for the year shows net income as being £0.532m higher than budgeted.

The over achievement of income against Fees and Charges relates to external client income for traded services. This is for Agresso implementation and support at partner sites, the additional income is the main reason the department has performed well at outturn.

Against budgeted employee expenditure there are staff turnover saving targets in the region of £0.843m, this high target has largely been realised due to the number of vacancies and high turnover with Admin Services

Supplies and services budgets within the admin division are based on historical spend pre pandemic as this is best indication of projected spend now. Spend for the year is £0.243m below budgeted levels, due to reduced spending across the Council on printing, office equipment and general computer expenditure.

Premises costs are overspent at year end due to the well-publicised increases in gas and electricity prices.

**Capital Projects as at 31<sup>st</sup> March 2023**

Project Title	2022/23 (Outturn)		
	2022/23 Capital Allocation £'000	Actual £'000	Total Allocation Remaining £'000
IT Rolling Programme	700	493	207
<b>Totals</b>	<b>700</b>	<b>493</b>	<b>207</b>

**Comments on the above figures.**

ICT is looking to move to more service based costs with the shift to 365, we're likely to see less capital spend going forwards so it might be able to be redirected to other areas provided the reduction carries on into next year.

**LEGAL & DEMOCRATIC SERVICES DEPARTMENT****Revenue Budget as at 31<sup>st</sup> March 2023**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	1,913	1,814	99
Premises Related Expenditure	0	0	0
Supplies & Services	322	264	58
Civic Catering & Functions	39	20	19
Legal Expenses	218	419	(201)
Legal Expenses Locums	0	473	(473)
Transport Related Expenditure	10	12	(2)
Capital Financing	0	19	(19)
<b>Total Expenditure</b>	<b>2,502</b>	<b>3,021</b>	<b>(519)</b>
<b>Income</b>			
Land Charges	-84	-66	(18)
School SLA's	-85	-82	(3)
Licence Income	-263	-293	30
Government Grant	0	-32	32
Reimbursement & Other Grants	0	-10	10
Fees & Charges Income	-65	-126	61
Transfer from Reserves	-17	-420	403
<b>Total Income</b>	<b>-514</b>	<b>-1,029</b>	<b>515</b>
<b>Net Operational Expenditure</b>	<b>1,988</b>	<b>1,992</b>	<b>(4)</b>
<b>Recharges</b>			
Premises Support	58	58	0
Central Support Recharges	351	351	0
Asset Rental Support Costs	-1,895	-1,895	0
<b>Net Total Recharges</b>	<b>-1,486</b>	<b>-1,486</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>502</b>	<b>506</b>	<b>(4)</b>

**Comments on the above figures**

In overall terms net spending is £0.004m above the approved budget for the year.

Employee expenditure is considerably underspent due to a number of vacancies within the department. However, due to high caseloads the department are required to rely heavily on agency costs to maintain service levels. This has been a significant cost of £0.473m to the council which has been funded from reserves. Graduate schemes are coming in place in 2023/24 and can hopefully provide support for less complex cases and reduce the workload, dropping reliance on agency staff for more straightforward tasks like attending court hearings.

Fees and charges income within the Legal Department is heavily reliant on the number of applications received so it is difficult to forecast. The financial structure will be shifting in 2023/24 to monitor each income stream more closely so the department can more readily identify areas which are requiring more support and help to record the cost correctly.

Legal expenses is currently £0.201m over the approved budget, costs are dependent on complexity and number of cases so difficult to forecast accurately. 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****Revenue Budget as at 31 March 2023**

	<b>Annual Budget £'000</b>	<b>Actual £'000</b>	<b>Variance (Overspend) £'000</b>
<b>Expenditure</b>			
Employees	15,756	14,936	820
Premises	2,544	2,841	(297)
Supplies & Services	1,488	1,655	(167)
Hired & Contracted Services	453	475	(22)
Book Fund	147	142	5
Food Provisions	354	371	(17)
School Meals Food	1,872	2,069	(197)
Miscellaneous Transport Costs	115	133	(18)
Other Agency Costs	209	204	5
Other Expenditure	0	15	(15)
Waste Disposal Contracts	6,538	6,438	100
Grants to Voluntary Organisations	57	16	41
Grant to Norton Priory	172	173	(1)
Rolling Projects	0	20	(20)
Capital Financing	1,077	1,094	(17)
<b>Total Expenditure</b>	<b>30,782</b>	<b>30,582</b>	<b>200</b>
<b>Income</b>			
Sales Income	-1,196	-1,199	3
School Meals Sales	-2,730	-2,739	9
Fees & Charges Income	-5,351	-5,299	(52)
Rental Income	-209	-171	(38)
Government Grant Income	-359	-363	4
Reimbursements & Other Grant Income	-792	-818	26
SLA Income	-2,227	-1,785	(442)
Catering Fees	-88	-108	20
Internal Fees Income	-227	-289	62
Capital Salaries	-106	-75	(31)
Transfers From Reserves	-1,221	-1,314	93
<b>Total Income</b>	<b>-14,506</b>	<b>-14,160</b>	<b>(346)</b>
<b>Net Operational Expenditure</b>	<b>16,276</b>	<b>16,422</b>	<b>(146)</b>
<b>Recharges</b>			
Premises Support	1,496	1,496	0
Transport Support	2,325	2,433	(108)
Central Support	4,449	4,449	0
Asset Rental Support	3,519	3,519	0
Support Costs Income	-511	-511	0
<b>Net Total Recharges</b>	<b>11,278</b>	<b>11,386</b>	<b>(108)</b>
<b>Net Departmental Expenditure</b>	<b>27,554</b>	<b>27,808</b>	<b>(254)</b>

**Comments on the above figures**

The net department spend is £0.254m over the approved budget for the year.

This differs greatly from the forecast underspend position of £0.346m estimated at the end of Q3. The difference is predominantly to do with income estimates and further information is provided within the report.

Employee spend is £0.820m below the budget due to the number of vacancies within the department resulting from delays and difficulty in recruitment. This reflects vacancies within School Meals, Leisure and Stadium Services.

Premises costs are £0.297m over budget at the end of the year. Costs for utilities across all sites but in particular for Leisure services and Crematorium are overspent due to the increased cost of electricity and gas.

Spend on Supplies and Services is £0.167m over budget. This includes Crematorium spend for the decommissioning of the temporary cremator plus equipment costs.

Food Provisions, especially School Meals food is overspent by £0.197m due to the increasing inflationary food costs from suppliers.

Invoices relating to 2021/22 waste disposal contracts were received in Q3 2022/23 and were much lower than had been forecast in finalising the 2021/22 accounts. Charges for 2022/23 waste disposal contracts are calculated based on the average cost per tonne in the previous year. Therefore, the total outturn is £0.1m below the approved budget.

School Meals SLA income has underachieved by £0.442m, although mitigated by vacancies against budget for the service.

Transport recharges outturn overspend for 2022/23 is £0.108m due to fuel and other cost increases.

**Capital Projects as at 31 March 2023**

<b>Project Title</b>	<b>2022/23 Capital Allocation £'000</b>	<b>Actual £'000</b>	<b>Total Allocation Remaining £'000</b>
Stadium Minor Works	37	16	21
Stadium decarbonisation scheme	0	145	(145)
Brookvale Pitch Refurbishment	70	42	28
Halton Leisure Centre	3,296	3,239	57
Children's Playground Equipment	80	40	40
Landfill Tax Credit Schemes	340	0	340
Upton Improvements	13	0	13
Crow Wood Park Play Area	39	27	12
Crow Wood Park Pavillion	0	1	(1)
Open Spaces Schemes	450	170	280
Runcorn Town Park	256	282	(26)
Widnes Crem, Replacement Cremator	200	242	(42)
Spike Island / Wigg Island	60	1	59
Litter Bins	20	20	0
<b>TOTAL</b>	<b>4,861</b>	<b>4,225</b>	<b>636</b>



## **Comments on the above figures**

### **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. The scheme was completed in March 2022 with retentions paid in April 2023 over and above the approved budget.

### **Brookvale Pitch Refurbishment**

The scheme is now complete but awaiting retentions invoice of approx £0.032m for the practical completion. There is a slight overspend due to additional fence panel/gate request works.

### **Halton (Moor Lane) Leisure Centre**

The estimated cost of the new leisure centre has increased significantly due to the current levels of inflation, scarcity of materials etc. The Leisure Centre contract start date was 09/01/23 for a 108 week build. Spend to date includes all works associated with the PCSDA and CPO etc.

### **Children's Playground Equipment**

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

### **Landfill Tax Credits Schemes**

Currently used to support improvements for a rolling programme of existing playgrounds and Open Space Schemes across the Borough. There were no projects identified in 2022/23.

### **Upton Improvements**

Open space improvement works undertaken. Work has been delayed due to contractor workload and difficulty obtaining materials. No revised date set yet for when this may be spent.

### **Crow Wood Park & Pavillion**

The main contract for the new park building has ended. A small amount of work to the building is required plus additional landscape contract to complete the paths - this is ongoing with some work from Property Services and Open Spaces team to complete.

### **Open Spaces**

This covers spending on a variety of externally funded projects, including Arley Drive/Halton Housing Trust and Fairfield History projects. Schemes on this code are progressing, although slightly behind the expenditure profile due to resource issues.

### **Runcorn Town Park**

Project to renew park infrastructure. Project is ongoing with the next phase carried over to financial year 23/24. Some carry forward will be needed to complete work in season and for contingency payments plus some small sums for retention payments from previous phases. Anticipated further successful bids to the INEOS EfW fund for future phases.

### **Widnes Crematorium replacement Cremator**

Contract works on the new cremator are complete. The over spend is as a result of the original budget of £0.200m being based on the quote from a company that later had to drop out of the process because they failed to meet the financial solvency requirements HBC needed. The company who could meet our financial requirements quote was an additional £0.031m. A further £0.010m overspend is as a result of repairs required to unforeseen damage to the original building slab under the old cremator when it was removed.

### **Spike Island / Wigg Island Recovery Works**

The programme is slightly behind due to staff capacity issues. Waiting for a consultancy agreement to be put in place so the scheme can progress using external help.

**ECONOMY ENTERPRISE & PROPERTY DEPARTMENT****Revenue Operational Budget as at 31 March 2023**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employee Related Expenditure	5,605	5,460	145
Repairs & Maintenance	2,211	2,285	(74)
Premises	92	102	(10)
Energy & Water Costs	1,059	1,059	0
NNDR	549	664	(115)
Rents	192	161	31
Economic Regeneration Activities	17	0	17
Security	486	548	(62)
Supplies & Services	822	621	201
Supplies & Services - Grant	740	740	0
Grants to Voluntary Organisations	162	162	0
Capital Finance	30	30	0
Transfer to Reserves	1,007	1,007	0
<b>Total Expenditure</b>	<b>12,972</b>	<b>12,839</b>	<b>133</b>
<b>Income</b>			
Fees & Charges Income	-906	-913	7
Rent - Commercial Properties	-801	-785	(16)
Rent - Investment Properties	-44	-44	0
Rent - Markets	-793	-766	(27)
Government Grant	-1,042	-1,042	0
Reimbursements & Other Grant Income	-1,612	-1,615	3
Schools SLA Income	-384	-362	(22)
Recharges to Capital	-153	-149	(4)
Transfer from Reserves	-2,248	-2,248	0
<b>Total Income</b>	<b>-7,983</b>	<b>-7,924</b>	<b>(59)</b>
<b>Net Operational Expenditure</b>	<b>4,989</b>	<b>4,915</b>	<b>74</b>
<b>Recharges</b>			
Premises Support	1,474	1,474	0
Transport Support	27	28	0
Central Support	2,082	2,082	0
Asset Rental Support	1,399	1,399	0
Recharge Income	-6,258	-6,258	0
<b>Net Total Recharges</b>	<b>-1,276</b>	<b>-1,275</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>3,713</b>	<b>3,640</b>	<b>74</b>

**Comments on the above figures**

As at 31 March 2023 net expenditure for the department was £0.074m below the approved budget for the year. An improvement on the forecast overspend position of £0.164m estimated at the end of December 2022.

The Department recognises the significant financial challenges they face and will continue to face into the near future, particularly given the elevated levels of inflation for commodities including fuel, energy, materials, and increased wage demands.

Financial Management continue to work closely with the Department and remain focused on achieving a balanced budget at year end. By carefully monitoring the accounts, the department has utilised grant, external funding and capital funding where possible to try and relieve the pressure on the core budget.

Across the Investment & Development Division several posts remained vacant in year due to a restructure that has taken place. Temporary measures have been taken where it has been possible to find the appropriate skill set required. The delay in recruitment of staff has improved the Employee budget position this quarter. The 2022/23 pay award was agreed in October and budgets updated accordingly.

The impact of increased energy and fuel costs continued to be monitored during the year. £0.156m was required from Council Reserves to fund the additional costs above budget. Latest forecasts show a further increase of 75% in gas costs and 52% electricity costs for 23/24 which have been allowed for in the approved budget.

Challenging income targets are particularly damaging to the Department, as unlike some other sectors the Council do not have the ability to passport additional costs pressure onto tenants as contracts are in place for a number of years and rent reviews can only take place when a review is due.

The Asset Management Service has incurred one off expenses this year, due to the vacant unit at The Hive that was previously occupied by Frankie & Benny's. Costs relating to NNDR, repairs and maintenance and service charges have had to be paid by HBC until the unit is leased. Negotiations are currently taking place with a new tenant.

Adult Learning Division has contributed £0.131m as match funding towards the Ways to Work Programme this financial year creating an employment programme to date of £6m.

Due to adverse trading conditions in the retail sector which have been worsened by inflation and increased utilities costs, the department under achieved on market rental income targets this budget year. During the last few months, the occupancy rate has dropped to 88%. This may be linked to the introduction of customers having to pay for parking outside the market.

The School Cleaning Service Level Agreement (SLA) did not cover its costs this budget year due to the need to employ agency staff to cover sickness and leave and the pay award. A review of SLA charges has been undertaken ahead of the next budget year.

The savings put forward to provide additional office space for external agencies at Rutland House was not achieved this budget year. This budget pressure will continue into financial year 2023/24. It is important that any future savings put forward can be delivered and will not create an added budget pressure.

## ECONOMY ENTERPRISE &amp; PROPERTY DEPARTMENT

Capital Projects as of 31 March 2023

Project Title	2022/23 Capital Allocation £'000	Actual £'000	Total Allocation Remaining £'000
3MG	164	25	139
Murdishaw	31	1	30
Equality Act Improvement Works	200	247	(47)
Widnes Market Refurbishment	6	6	0
Broseley House	21	12	9
Solar Farm Extension	11	3	8
Foundry Lane Residential Area	2,117	3,569	(1,452)
Kingsway Learning Centre Improved Facilities	36	0	36
Halton Lea TCF	388	353	35
Property Improvements	213	189	24
Astmoor Regeneration	14	14	0
Woodend Unit 10 Catalyst Industrial Estate	500	518	(18)
Runcorn Station Building Development	110	60	50
St Paul Mews	500	515	(15)
Waterloo Building	0	7	(7)
UK Shared Prosperity Fund	45	28	17
Runcorn Town Centre Redevelopment	3,239	1,451	1,788
<b>Totals</b>	<b>7,595</b>	<b>6,998</b>	<b>597</b>

**3MG** – 3MG produced one major capital receipt in the form of the disposal of Linner Cottage in 2022 / 2023 however the anticipated disposal of HBC Field was delayed into 2023 / 2024 due to a boundary change with the land being disposed of. This means there will be a reduction in the size of plot disposed of, but the capital receipt will remain the same. The sale will complete in the first quarter of 2023 / 2024.

HBC was in negotiations to dispose of a plot of land in the north of the site but that petered out due to Central Government funding requirements and there are a small number of remaining plots that will form a portfolio of sites to be disposed of in 2023 / 2024.

**Murdishaw** – The Council have worked in partnership with Onward Homes to develop a community scheme which includes the establishment of a new CIC who will run a new venture from the former boxing club. A scheme of environmental improvements has been initiated across the estate with some signage improvements completed. Key priorities for the scheme include improvements to the external space at Murdishaw Community Centre and improvements to the Gorsewood area and external area adjacent to the former boxing club.

**Equality Act** - There are a number of access type schemes using the equality act budget this year. At quarter 3 it was anticipated that the budget would underspend and £0.100m was moved forward to 23/24.

**Widnes Market Refurbishment** – All Capital works are now complete, and all retentions paid.

**Broseley House** - All works are complete on site and invoices fully paid.

**Solar Farm Extension** - It has now been operational for 2 years. No key issues have been identified. The system is performing in line with expectations in terms of energy produced and income.

**Foundry Lane** – Project progressing on schedule with all ground remediation works now complete. Due to pre grant expenditure and additional costs for the land swap with Beesley & Fildes, it was agreed by Executive Board that the programme will be increased by £1.7m. This increase was placed in the Capital Programme for 23/24 and will need to be brought forward to 22/23.

**Kingsway Learning Centre Improvement Works** – Majority of the refurbishment works completed; redecoration works to the meeting rooms to be carried out.

**Halton TCF** – This LCR funded programme is now complete.

**Property Improvements**- There are a number of projects against this scheme including re-roofing the Fitness Suite at the Stadium, lift replacement at Kingsway Learning Centre, and re-roofing 73 High Street.

**Astmoor Regeneration** – Project is now complete.

**Woodend Unit 10 Catalyst Trade Park** - Works nearing completion, anticipated completion by end of May, following which tenants can commence their fit-out.

**St Paul Mews** - Awaiting final tenant to be re-located, following which demolition of buildings will take place following a tender exercise.

**Waterloo Building** - Awaiting decision from Planning in respect of demolition, subject to approval being granted demolition will follow after a tender exercise.




**Shared Prosperity Fund** – Halton submitted an Investment Plan to the CA for three strands of its UK Shared Prosperity Fund (UKSPF) programme – Town Centres; Local Culture, Arts and Heritage; Green, Resilient, Safe Communities. This amounts to £0.608m up to March 2025 and is a mix of capital and revenue.

**Runcorn Town Centre Redevelopment** – The Town Deal programme covers a number of projects to strengthen the town centre economy, including Brindley Theatre Enhancement, Creative and Digital Skills Centre, Health and Education Hub, High Street Connectivity, Town Centre New Homes, Station Enterprise Facility, and Unlock Runcorn. Business cases for all projects have been submitted and approved. Work will continue on site for the next 3 years.




## 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 intervention or remedial action taken.</i>

### Direction of Travel Indicator

Green 	Indicates that performance <b>is better</b> as compared to the same period last year.
Amber 	Indicates that performance <b>is the same</b> as compared to the same period last year.
Red 	Indicates that performance <b>is worse</b> 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.

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	15 June 2023
<b>REPORTING OFFICER:</b>	Corporate Director: Chief Executive's Delivery Unit
<b>PORTFOLIO:</b>	Corporate Services
<b>SUBJECT:</b>	Transformation Programme Update
<b>WARDS:</b>	Borough wide

### **1.0 PURPOSE OF THE REPORT**

1.1 To provide an update on progress made within the Council's Transformation Programme.

**2.0 RECOMMENDATION: That Executive Board note the contents of the update.**

### **3.0 SUPPORTING INFORMATION**

3.1 On 01 February 2023 Council approved the three-year transformation programme and funding arrangements. The report set out the Council's approach to transformation, shape of the programme and how it will be resourced.

3.2 It was agreed that the Council adopt an approach, commonly adopted by other Councils, whereby this investment in transformation is regarded as one-off expenditure in order to deliver a long-term sustainable, financial position.

3.3 A structure has since been developed and appointed to, to provide the initial capacity required. Further appointments will be made as projects progress. The initial appointments have resulted in a number of internal secondments and the transition to the roles was completed in early May.

3.4 The programme is now underway; projects have been set up and scoping completed. A list of the projects is set out in Appendix A and the initial estimated savings for the programme in Appendix B. These amounts are initial estimates and will be updated regularly over the next three years, as the Programme is implemented. Changes to these estimates will be reported to Executive Board and Council during the period of the programme and annual reports will present the level of actual savings achieved against estimates. These estimates do not correspond directly to individual projects.

- 3.5 Reporting and Governance arrangements have been agreed and are in place. A monthly report will be provided to the board.
- 3.6 Bi monthly briefings will be provided to all Members. Some Portfolio Holders are already engaged in transformation activity relating to particular projects that fall within the scope of their portfolio.

#### **4.0 POLICY IMPLICATIONS**

At this stage no requirement for new or amended policies has been identified.

#### **5.0 FINANCIAL IMPLICATIONS**

The estimated savings for the programme are outlined in Appendix B. The purpose of the Transformation Programme is to achieve these savings and progress against these targets will be reported to the Executive Board.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### **6.1 Children and Young People in Halton**

The Transformation Programme is designed to deliver activity to support the effectiveness of the Council that will cut across all priorities.

##### **6.2 Employment, Learning and Skills in Halton**

The Transformation Programme is designed to deliver activity to support the effectiveness of the Council that will cut across all priorities.

##### **6.3 A Healthy Halton**

The Transformation Programme is designed to deliver activity to support the effectiveness of the Council that will cut across all priorities.

##### **6.4 A Safer Halton**

The Transformation Programme is designed to deliver activity to support the effectiveness of the Council that will cut across all priorities.

##### **6.5 Halton's Urban Renewal**

The Transformation Programme is designed to deliver activity to support the effectiveness of the Council that will cut across all priorities.



## **7.0 RISK ANALYSIS**

Governance arrangements will include a detailed risk register. These will be closely monitored throughout the course of each project and measures put in place to mitigate any risks arising. Any significant risks requiring action outside of the programme will be escalated accordingly.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

Equality Impact Assessments to be undertaken for each of the projects or components of projects where specifically required.

## **9.0 CLIMATE CHANGE**

Impacts on climate change will be considered for each of the projects where required. There are no identifiable impacts on climate change at this stage.

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

None under the meaning of the Act.

**APPENDIX A****TRANSFORMATION PROJECTS**

<b>Adults Directorate</b>	Enabling greater independence and flexibility for adults
	Maximising digital technology innovations across Adult Social Care
<b>Chief Executive's Directorate:</b>	A strong corporate centre
	Becoming an employer of choice
	Simplifying the customer journey
<b>Children's Directorate</b>	A stable, sustainable service that is improving outcomes for children, young people and families
	A clear, affordable and appropriate SEND offer
<b>Environment &amp; Regeneration Directorate</b>	Maximising outcomes and opportunities
	Accelerating growth

**APPENDIX B****ESTIMATED SAVINGS**

	<b>2023/24 (£)</b>	<b>2024/25 (£)</b>	<b>2025/26 (£)</b>
Adults / Adults with Learning Difficulties	1,034,802	4,139,208	5,174,010
Children's Services	301,959	1,207,835	1,509,793
Special Educational Needs	100,000	400,000	500,000
Accelerating Development & Growth Income & Asset Realisation	100,000	400,000	500,000
Optimised Services	463,239	1,852,957	2,316,197
<b>Totals</b>	<b>2,000,000</b>	<b>8,000,000</b>	<b>10,000,00</b>

**REPORT TO:** Executive Board

**DATE:** 15 June 2023

**REPORTING OFFICER:** Operational Director – Finance

**PORTFOLIO:** Corporate Services

**SUBJECT:** 2022/23 Financial Outturn Position

**WARD(S):** Borough-wide

## **1.0 PURPOSE OF REPORT**

1.1 To report the Council's overall revenue net spending outturn position for the year 2022/23

## **2.0 RECOMMENDED: That**

- (i) the Council's 2022/23 outturn position as presented in the report be noted, along with the importance of early delivery of the Re-imagine Halton Transformation Programme, to help reduce future costs and provide a balanced, sustainable budget position;**
- (ii) the proposal to replenish Council reserve balances within the Medium Term Financial Strategy, be noted; and**
- (iii) consideration is given by relevant Departments to utilise external enforcement agencies to help reduce the value of outstanding debts and improve debt recover times.**

## **3.0 SUPPORTING INFORMATION**

### **Summary Outturn Position**

- 3.1 Preparation of the statutory statement of accounts for 2022/23 is nearing completion and the revenue spending position for each Department is shown in Appendix 1. It presents a summary of spending against the operational revenue budget. Appendix 2 provides detailed figures for each individual Department.
- 3.2 In overall terms the outturn position for the year shows that operational net spending is over the approved budget by £5.161m.
- 3.3 The outturn position is a significant improvement on the forecast overspend of £7.586m reported at the end of quarter 3. Detail on significant departmental variances is included within the report.

3.4 Listed below are a number of items which help understand the improved outturn position compared to that estimated at the end of December 2022:

- The actual receipt of Government Grant to fund various business rate reliefs was £1.3m greater than had been forecast during the course of the year.
- Government announced the sharing of a surplus levy on the national business rates pool in March 2023, this is worth £0.3m to Halton.
- New Burdens grant funding of £0.2m was announced in March 2023, this compensated Councils for the work undertaken during the past year on council tax grant schemes and business rate relief schemes.
- Community Care net spend for the year is approximately £1m less than forecast due to utilisation of Pool Budget funds and early implementation of a budget recovery plan within the Adults Directorate.
- Supplies and services expenditure in relation to; printing, office furniture, equipment and general computer expenditure was £0.2m lower than forecast.

3.5 Funding of the overspend position will be met from reductions made to earmarked reserves. The balance of the General Fund Reserve totals £5.149m which is considered to be a minimum level which the Council should hold. Further information regarding reserves is included in paragraph 3.15 below.

### **Revenue Spending**

3.6 Within the overall budget position for the year, the key budget variances are as follows;

(i) **Children and Families Department:-**

Total net expenditure for the Department is £9.714m over budget as at 31 March 2023, which is marginally lower than the outturn position forecast at Q3.

Employee costs are £1.962m above budget, due primarily to the continued long term reliance on agency staff. Social worker recruitment is still proving difficult due to an extremely competitive market and highly inflated agency payment rates. Spending on agency staff at the end of the year is £6.315m or 50% of the employee budget. There was further pressure on the overall budget from the costs of the Innovate managed agency team which was brought in as a result of the Ofsted inspection outcome. The cost of the team in 2022/23 is £1.468m which was funded from central reserves.

Supplies and Services expenditure is £1.222m over budget at the end of the financial year. A large proportion of this spend is due to increased court costs totalling £0.511m. Expenditure in relation to independent assessments is also high at £0.388m.

Out of Borough Residential Care continues to be the main budget pressure for the Children and Families Department, as the costs of residential care have continued to rise year-on-year. This budget was provided with additional growth of £1m for 2022/23 to help alleviate the pressure, however, residential care is still £4.607m over budget at the end of the financial year. In 2021/22 residential care received COVID funding of £0.8m for the full financial year, but the absence of this funding has further increased the pressure on this budget.

The table below breaks down the current residential placements based on costs and placement type, compared to the previous year-end. Apart from a slight increase in the total number of placements, there has been a significant shift towards higher cost placements due to increased complexity of needs.

Provision	Weekly Costs	31st March 2023		31st March 2022	
		No. Placed	Estimated cost for the year £	No. Placed	Estimated cost for the year £
Residential	£2000 - £3000	6	429,036	5	680,242
Residential	£3001 - £4000	9	2,169,293	16	2,609,248
Residential	£4001 - £5000	12	2,809,768	13	2,795,770
Residential	£5001 - £9600	21	5,655,316	11	2,506,839
Secure	£6397 - £8137	1	379,458	4	1,627,186
Leaving Care	£443 - £8225	17	2,265,326	18	2,073,212
Parent & Child	£2000 - £4500	7	779,282	3	191,170
<b>Total:</b>		<b>73</b>	<b>14,487,479</b>	<b>70</b>	<b>12,483,667</b>

(ii) **Adult Social Care Department:-**

The Adult Social Care Department has the Council's largest departmental net budget of £53.020m. The Department's total net expenditure for the year was £1.817m over budget.

**Care Homes**

Overspends within the Care Homes Division was the main contributing factor to spend exceeding budget within the Department. In particular, the cost of employees exceeded budget for the year by £1.478m

Agency costs incurred within the Division during the year totalled £3.974m. Recruitment of staff at all levels continues to be extremely difficult across the care homes and this has resulted in the use of expensive agency staff and overtime to cover vacancies. A proactive rolling recruitment process has recently

been introduced across the care homes and this has led to the successful recruitment of a number of posts. Further recruitment is taking place and start dates for staff are waiting to be confirmed. The ongoing recruitment will help to reduce current vacancies resulting in the reduction of agency staff costs.

### **Community Care**

Demand led pressures across community care are possibly the greatest financial risk for the Department. However, outturn spend for year was only £0.125m above budget, which compares with a forecast position of £1.130m estimated at the end of quarter 3. The position was helped by utilisation of surplus funds on the Pooled Budget, achieved from additional one-off funding received, being shared between the Partners. The Council's share of the surplus was utilised to fund the Community Care overspend in terms of Direct Payments and Residential/Nursing Care. The pressures on this budget will continue and the Pooled Budget cannot be relied upon to fund any overspends going forward.

There are currently 498 residents (including joint funded) in permanent residential/nursing care as at the end of the financial year compared to 475 residents in April 2022. This is an increase of 4.8%. The average cost of a package of care has increased since April 2022 from £741.11 to £778.73, an increase of 5.08%. There are currently 71 service users with a package of care costing more than £1,000 per week, albeit some of those are jointly funded with Health. Of those 38 service users are placed outside the borough.

Currently there are 691 service users (including joint funded) receiving a package of care at home, compared to 682 in April 2022 an increase of 1.32%. The average cost of a package of care has decreased from £468.17 to £419.95, a reduction of 10.3%.

The demand for Direct Payments is slowly decreasing. This may be linked to day services reopening after the Covid pandemic closure. At the end of the financial year there are 580 service users (including joint funded) in receipt of a direct payment compared with 574 in April 2022, which is a 1.05% decrease.

(iii) **Education, Inclusion & Provision:-**

Net Departmental expenditure is £0.452m over budget as at 31 March 2023, this compares with the overspend position of £0.571m forecast at the end of quarter 3.

As has been the case in recent years, the cost of school transport is the main budget pressure for the Department. The Council has a statutory responsibility to provide Special Educational Needs (SEN) pupils with transport. The budget can be split into two main areas; between SEN pupils attending schools within the Borough and those attending schools outside the Borough. The demand for

the School Transport service is increasing in line with the increasing number of pupils with SEN within the Borough.

The table below presents the split between in-Borough and out-of-Borough pupils and the transport costs compared to budget.

	<b>2022-23</b>				
<b>Area</b>	<b>No. of Users</b>	<b>Budget £'000</b>	<b>Actual Spend £'000</b>	<b>Variance £'000</b>	<b>Average Cost per User £</b>
In Borough	384	944	1160	(216)	£3,021
Out of Borough	126	394	892	(498)	£7,079
<b>Total</b>	<b>510</b>	<b>1,355</b>	<b>2,052</b>	<b>(714)</b>	

Core funded employee expenditure is £0.285m under budget at year end. There were a number of vacant positions across the Department during the year which helped contribute to this position. It had been forecast that the majority of these vacancies would be filled by the end of the financial year, however, there are still a number of vacant positions which will be filled early in 2023/24, resulting in a small one-off saving during the new financial year.

(iv) **ICT & Support Services :-**

The Department's financial position at year-end shows net income as being £0.532m higher than budgeted. There are two main areas for this positive variance:

The £0.384m over achievement of income in respect of external client income for ICT traded services, primarily from Agresso implementation and support at partner sites.

Spending on supplies and services budgets within the Administration Division is £0.243m below budget, due to reduced spending across the Council on printing, office furniture, equipment and general computer expenditure.

(viii) **Corporate and Democracy:-**

As at 31 March 2023 the net spend against Corporate and Democracy was £5.516m below budget.

The main contribution to this underspend position was the contingency budget which the Council had set aside, primarily to offset the expected additional demand within Children's Social

Care. The contingency has contributed a £3.686m underspend to the outturn position.

The Council's treasury management function has once again performed well over the past year and the Council took advantage of available cash reserves and increasing interest rates. The net position for investment interest receivable and borrowing interest payable was £1.014m better than had been forecast when the budget was set at the start of the year.

During March 2023 Government announced the sharing of the surplus position on the national business rate retention levy. This was an unexpected gain of £0.300m to the Council. In addition business rate relief grant received at year-end was £1.3m greater than had been forecast throughout the year.

### Agency Costs

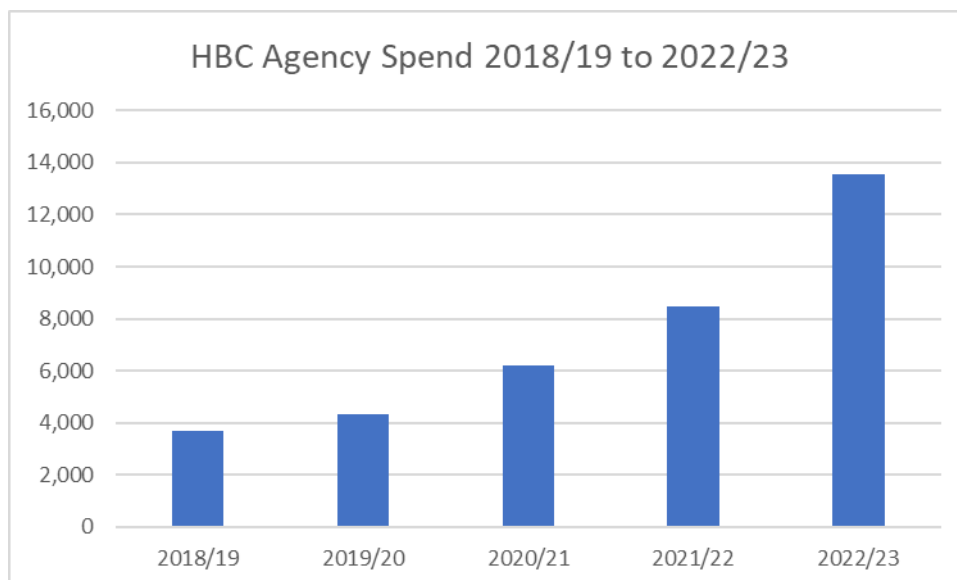
- 3.7 Reliance on agency employees over the past year has been extremely high. Whilst this has helped with short term recruitment difficulties it has come at a high cost, as detailed in the table below. The main areas of agency expenditure include Children & Families Department and the Care Homes Division. Work is ongoing in both of these areas to place less reliance on agency by implementing alternative recruitment and retention initiatives. Agency expenditure for 2022/23 on a quarterly basis is listed below together with a comparison to 2021/22 agency costs.

#### Agency Costs 2022/23 (per quarter)

	Q1	Q2	Q3	Q4	Total 2022/23	Total 2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Social Care	1,234	1,434	1,550	1,460	5,677	4,347
Policy, People, Performance & Efficiency	0	1	6	15	23	13
Children & Family Services	1,224	1,774	1,534	1,782	6,315	2,846
Community & Greenspace	26	29	41	33	130	86
Economy, Enterprise & Property	83	106	131	132	452	247
Education, Inclusion & Provision	3	4	0	24	31	55
Finance	0	0	6	25	31	25
Legal & Democratic Services	68	115	143	147	473	193
Planning & Transportation	114	17	54	41	225	111
Public Health & Public Protection	89	88	56	15	249	531
<b>Total</b>	<b>2,843</b>	<b>3,566</b>	<b>3,522</b>	<b>3,674</b>	<b>13,605</b>	<b>8,454</b>

- 3.8 During the past five years there has been a growing reliance upon agency staffing. Over this period costs have increased by 270% as illustrated in the chart below.





### **Bad Debt Provision**

3.9 Outstanding debt across all services areas as at 31 March 2023 totalled £18.339m, an increase of £5.648m (45%) over the past year. The majority of this increase in outstanding debt relates to three areas:

- Adult Social Care - £3.260m (42%) increase in debt to £11.046m.
- Children & Family Services - £0.658m (236%) increase in debt to £0.937m.
- Education, Inclusion & Provision - £0.505m (183%) increase in debt to £0.781m.

3.10 Given the age ranges of the debt and the value, the Council has had to increase the provision set aside to account for the possibility of the debt becoming irrecoverable. The increase in bad debt provision as at 31 March 2023 is an additional cost of £1.018m, which has been funded from reserves.

3.11 Given the significant increase in the value and volume of debt, it is proposed that consideration be given to partnering with external enforcement agencies, to help reduce outstanding debt levels and speed debt collection. This is a practice currently used as part of collection of council tax and business rates.

### **Collection Fund**

3.12 Council tax collection for the final quarter of the year is 93.9%, down by 0.23% on this point last year. Cash collection for the year to date is £70.6m, which includes £2.0m collected in relation to previous years' debt.

3.13 Business rates collection for the final quarter of the year is 97.6%, up by 0.25% on this point last year. Cash collected for the year to date is £54.4m, which includes £1.7m collected in relation to previous years' debt.

### **Capital Programme**

- 3.14 Capital spending at 31st March 2023 totalled £27.455m, which is 94% of the planned spending of £29.418m (which assumes a 20% slippage between years). Appendix 3 presents details of spending against all capital schemes.

### **Review of Reserves**

- 3.15 As at 31 March 2023 the Council's General Reserve is £5.149m. This is considered to be a reasonable level given the size of the Council's total net budget. Within the Council's medium term financial forecast it is important that recognition is given to replenishing the Council's reserves given the resources which have been utilised in balancing the Council's budgets and funding overspend positions.
- 3.16 The total earmarked reserves at year-end stand at £95.1m, having utilised £6.9m to help balance the 2023/24 budget. Whilst the earmarked reserve total may appear high, it should be noted that £73.5m of this relates to Mersey Gateway grant funding set aside for repayment to the Department for Transport. The Council's remaining earmarked reserves therefore total £21.6m.

## **4.0 CONCLUSIONS**

- 4.1 The net outturn position for the Council is better than has been forecast throughout the year. This is due to close monitoring and the efforts of all departments to restrict spending to essential items only. Wherever possible departments have also taken opportunities to fund spending through grant and to capitalise costs, which have all contributed to minimising the final overspend position. In addition, a number of favourable financial outcomes were received during the final quarter of the year, as outlined in paragraph 3.4 above.
- 4.2 Despite the outturn overspend being lower than forecast, the £5.1m overspend against budget is a considerable concern, especially set against the backdrop of depleted reserves and ongoing service demand pressures. This makes expediting the work of the Transformation Programme even more important, to bring forward changes in service delivery which will help to control and reduce future costs.

## **5.0 POLICY AND OTHER IMPLICATIONS**

- 5.1 None.

## **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 6.1 There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities.

**7.0 RISK ANALYSIS**

7.1 There are a number of financial risks within the budget. However, the Council has internal controls and processes in place to ensure that spending remains in line with budget as far as possible.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 None.

**9.0 CLIMATE CHANGE IMPLICATIONS**

9.1 None

**10.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1072**

10.1 There are no background papers under the meaning of the Act



## Summary of Revenue Spending to 31 March 2023

## APPENDIX 1

Directorate / Department	Annual Budget (£'000)	Actual Net Spend (£'000)	Variance (Overspend) (£'000)
Adults ( <i>excl care homes and community care</i> )	20,898	20,876	22
Community Care	19,872	19,997	(125)
Care Homes	8,633	10,427	(1,794)
Complex Care Pool	3,617	3,617	0
<b>Adults Directorate</b>	<b>53,020</b>	<b>54,917</b>	<b>(1,897)</b>
Finance	4,071	3,586	485
ICT & Support Services	-1,729	-2,261	532
Legal & Democratic Services	502	506	(4)
Policy, People, Performance & Efficiency	19	99	(80)
<b>Chief Executives Directorate</b>	<b>2,863</b>	<b>1,930</b>	<b>933</b>
Children & Families	27,957	37,671	(9,714)
Education, Inclusion & Provision	9,171	9623	(452)
<b>Children Services Directorate</b>	<b>37,128</b>	<b>47,294</b>	<b>(10,166)</b>
Community & Greenspace	27,554	27,808	(254)
Economy, Enterprise & Property	3,713	3,640	73
Policy, Planning & Transportation	16,853	16,375	478
<b>Environment &amp; Regeneration Directorate</b>	<b>48,120</b>	<b>47,823</b>	<b>297</b>
<b>Public Health Directorate</b>	<b>253</b>	<b>96</b>	<b>157</b>
<b>Corporate &amp; Democracy</b>	<b>-37,693</b>	<b>-43,208</b>	<b>5,515</b>
<b>Mersey Gateway</b>	<b>8,028</b>	<b>8,028</b>	<b>0</b>
<b>Total Net Expenditure</b>	<b>111,719</b>	<b>116,880</b>	<b>(5,161)</b>



## Adults (including Care Homes and Community Care)

	Full Year Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	15,699	15,520	179
Premises	451	475	(24)
Supplies & Services	1,211	1,202	9
Aids & Adaptations	55	61	(6)
Transport	232	297	(65)
Food Provision	186	198	(12)
Agency	768	773	(5)
Supported Accommodation and Services	1,463	1,463	0
Emergency Duty Team	105	98	7
Contacts & SLAs	687	678	9
Housing Solutions Grant Funded Schemes			
LCR Immigration Programme	320	318	2
Homelessness Prevention	147	147	0
Rough Sleepers Initiative	71	71	0
<b>Total Expenditure</b>	<b>21,395</b>	<b>21,301</b>	<b>94</b>
<b>Income</b>			
Fees & Charges	-760	-700	(60)
Sales & Rents Income	-420	-456	36
Reimbursements & Grant Income	-2,112	-2,193	81
Capital Salaries	-121	-119	(2)
Housing Schemes Income	-629	-629	0
Transfer From Reserves	-1,131	-1,131	0
<b>Total Income</b>	<b>-5,173</b>	<b>-5,228</b>	<b>55</b>
<b>Net Operational Expenditure Excluding Homes and Community Care</b>	<b>16,222</b>	<b>16,073</b>	<b>149</b>
Care Homes Net Expenditure	8,633	10,427	(1,794)
Community Care Expenditure	19,872	19,997	(125)
<b>Net Operational Expenditure Including Homes and Community Care</b>	<b>44,727</b>	<b>46,497</b>	<b>(1,770)</b>
<b>Recharges</b>			
Premises Support	460	460	0
Transport Support	587	714	(127)
Central Support	3,562	3,562	0
Asset Rental Support	189	189	0
Recharge Income	-122	-122	0
<b>Net Total Recharges</b>	<b>4,676</b>	<b>4,803</b>	<b>(127)</b>
<b>Net Departmental Expenditure</b>	<b>49,403</b>	<b>51,300</b>	<b>(1,897)</b>

**Care Homes Division**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
<b><u>Madeline Mckenna</u></b>			
Employees	541	759	(218)
Premises	53	98	(45)
Supplies & Services	13	26	(13)
Food Provision	40	39	1
Transfer from Reserves	-27	-27	0
<b>Total Madeline Mckenna Expenditure</b>	<b>620</b>	<b>895</b>	<b>(275)</b>
<b><u>Millbrow</u></b>			
Employees	1,673	2,038	(365)
Premises	79	130	(51)
Supplies & Services	45	59	(14)
Food Provision	63	77	(14)
Transfer from Reserves	-79	-79	0
Reimbursement & Other Grant Income	-3	-3	0
<b>Total Millbrow Expenditure</b>	<b>1,778</b>	<b>2,222</b>	<b>(444)</b>
<b><u>St Luke's</u></b>			
Employees	2,568	2,920	(352)
Premises	105	155	(50)
Supplies & Services	39	43	(4)
Food Provision	112	133	(21)
Transfer from Reserves	-107	-107	0
Reimbursement & Other Grant Income		-4	4
<b>Total St Luke's Expenditure</b>	<b>2,717</b>	<b>3,140</b>	<b>(423)</b>
<b><u>St Patrick's</u></b>			
Employees	1,590	2,152	(562)
Premises	94	140	(46)
Supplies & Services	33	62	(29)
Food Provision	102	136	(34)
Transfer from Reserves	-68	-68	0
<b>Total St Patrick's Expenditure</b>	<b>1,751</b>	<b>2,422</b>	<b>(671)</b>
<b><u>Care Home Management Divison</u></b>			
Employees	255	236	19
Supplies & Services	72	72	0
Transfer from Reserves	-113	-113	0
<b>Total Home Management Divison</b>	<b>214</b>	<b>195</b>	<b>19</b>
<b>Net Operational Expenditure</b>	<b>7,080</b>	<b>8,874</b>	<b>(1,794)</b>
<b><u>Recharges</u></b>			
Premises Support	324	324	0
Central Support	992	992	0
Asset Rental Support	237	237	0
<b>Net Total Recharges</b>	<b>1,553</b>	<b>1,553</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>8,633</b>	<b>10,427</b>	<b>(1,794)</b>



## Community Care

	Annual Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Residential & Nursing	14,634	14,956	(322)
Domiciliary Care & Supported living	12,501	12,133	368
Direct Payments	10,569	10,778	(209)
Day Care	335	474	(139)
Consultancy	62	59	3
Infection Control Grant	-	17	(17)
<b>Total Expenditure</b>	<b>38,101</b>	<b>38,417</b>	<b>(316)</b>
<b>Income</b>			
Residential & Nursing Income	-10,276	-10,468	192
Community Care Income	-2,491	-2,459	(32)
Direct Payments Income	-886	-845	(41)
ILF Grant	-656	-656	0
Income from other CCGs	-225	-225	0
Transfer from reserve	-162	-221	59
Market sustainability & FCC Grant	-431	-431	0
Adult Social Care Support Grant	-3,035	-3,035	0
War Pension Disregard Grant	-67	-67	0
Other Income		-13	13
<b>Total Income</b>	<b>-18,229</b>	<b>-18,420</b>	<b>191</b>
<b>Net Operational Expenditure</b>	<b>19,872</b>	<b>19,997</b>	<b>(125)</b>

## Finance Department

	Annual Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	6,000	5,798	202
Premises	0	14	(14)
Insurances	894	982	(88)
Supplies & Services	315	353	(38)
Rent Allowances	31,198	31,198	0
Non HRA Rent Rebates	70	65	5
Discretionary Social Fund	191	201	(10)
Discretionary Social Fund Household Support	2,373	2,373	0
Discretionary Housing Payments	300	288	12
Covid Isolation Expenditure	0	-9	9
Concessionary Travel	1,898	1,587	311
LCR Levy	2,241	2,241	0
Transfer to Reserves	262	245	17
Bad Debt Provision	77	86	(9)
<b>Total Expenditure</b>	<b>45,819</b>	<b>45,422</b>	<b>397</b>
<b>Income</b>			
Clerical Error Recovery	-400	-142	(258)
Rent Allowances	-30,598	-30,355	(243)
Other Fees & Charges	-264	-399	135
Non HRA Rent Rebate	-70	-96	26
Burdens Grant	-60	-308	248
Dedicated schools Grant	-111	-111	0
Discretionary Housing Payment Grant	-300	-279	(21)
Housing Benefits Admin Grant	-515	-515	0
Universal Credits	-5	-5	0
Council Tax Admin Grant	-204	-211	7
Household Support Fund Grant	-2,373	-2,363	(10)
Council Tax Liability Order	-501	-482	(19)
Business Rates Admin Grant	-155	-155	0
VEP Grant	-9	-9	0
Council Tax Rebate Scheme Admin Grant	0	-79	79
Covid Isolation Grant Income	0	36	(36)
Energy Bills Support Scheme	-330	-330	0
Family Annexe Council Tax Discount	0	-2	2
Alternative Fuel Payment Fund	0	-42	42
Schools SLAs	-278	-282	4
LCR Reimbursement	-2,241	-2,241	0
Reimbursements & Other Grants	-111	-135	24
CCG McMillan Reimbursement	-82	-85	3
Transfer from Reserves	-133	-238	105
<b>Total Income</b>	<b>-38,740</b>	<b>-38,828</b>	<b>88</b>
<b>Net Operational Expenditure</b>	<b>7,079</b>	<b>6,594</b>	<b>485</b>
<b>Recharges</b>			
Premises Support	227	227	0
Central Support Services	2,518	2,518	0
HBC Support Costs Income	-5,753	-5,753	0
<b>Net Total Recharges</b>	<b>-3,008</b>	<b>-3,008</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>4,071</b>	<b>3,586</b>	<b>485</b>

## Legal and Democratic Services Department

	Annual Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	1,913	1,814	99
Premises Related Expenditure	0	0	0
Supplies & Services	322	264	58
Civic Catering & Functions	39	20	19
Legal Expenses	218	419	(201)
Legal Expenses Locums	0	473	(473)
Transport Related Expenditure	10	12	(2)
Capital Financing	0	19	(19)
<b>Total Expenditure</b>	<b>2,502</b>	<b>3,021</b>	<b>(519)</b>
<b>Income</b>			
Land Charges	-84	-66	(18)
School SLA's	-85	-82	(3)
Licence Income	-263	-293	30
Government Grant	0	-32	32
Reimbursement & Other Grants	0	-10	10
Fees & Charges Income	-65	-126	61
Transfer from Reserves	-17	-420	403
<b>Total Income</b>	<b>-514</b>	<b>-1,029</b>	<b>515</b>
<b>Net Operational Expenditure</b>	<b>1,988</b>	<b>1,992</b>	<b>(4)</b>
<b>Recharges</b>			
Premises Support	58	58	0
Central Support Recharges	351	351	0
Asset Rental Support Costs	-1,895	-1,895	0
<b>Net Total Recharges</b>	<b>-1,486</b>	<b>-1,486</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>502</b>	<b>506</b>	<b>(4)</b>

## ICT &amp; Support Services Department

	Annual Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employee Expenditure	7,773	7,803	(30)
Supplies & Services Expenditure	1,012	769	243
Capital Finance	78	52	26
Computer Repairs & Software	1,149	1,122	27
Communication Costs	122	122	0
Premises Expenditure	99	141	(42)
Transport Expenditure	3	2	1
Transfer to Reserves	121	150	(29)
Other Expenditure	0	8	(8)
<b>Total Expenditure</b>	<b>10,357</b>	<b>10,169</b>	<b>188</b>
<b>Income</b>			
Fees & Charges	-624	-1,008	384
Schools SLA Income	-565	-526	(39)
Reimbursements & Other Grant Income	-106	-106	0
Transfer From Reserves	-485	-485	0
<b>Total Income</b>	<b>-1,780</b>	<b>-2,125</b>	<b>345</b>
<b>Net Operational Expenditure</b>	<b>8,577</b>	<b>8,044</b>	<b>533</b>
<b>Recharges</b>			
Premises Support	389	389	0
Transport	19	23	(4)
Central Support Services	1,593	1,593	0
HBC Asset Rental Support Costs	805	805	0
HBC Support Costs Income	-13,112	-13,115	3
<b>Net Total Recharges</b>	<b>-10,306</b>	<b>-10,305</b>	<b>(1)</b>
<b>Net Departmental Expenditure</b>	<b>-1,729</b>	<b>-2,261</b>	<b>532</b>

## Policy, People, Performance &amp; Efficiency Department

	Annual Budget	Actual	Variance (Overspend)
	£'000	£'000	£'000
<b>Expenditure</b>			
Employees	2,147	2,116	31
Employee Training	123	188	(65)
Apprenticeship Levy	300	322	(22)
Supplies & Services	144	193	(49)
Agency	11	3	8
Other Expenditure	0	1	(1)
Contribution to Reserves	87	87	0
<b>Total Expenditure</b>	<b>2,812</b>	<b>2,910</b>	<b>(98)</b>
<b>Income</b>			
Fees & Charges	-132	-140	8
Reimbursements & Other Grants	0	-6	6
Schools SLA	-448	-452	4
Transfer from Reserves	-70	-70	0
<b>Total Income</b>	<b>-650</b>	<b>-668</b>	<b>18</b>
<b>Net Operational Expenditure</b>	<b>2,162</b>	<b>2,242</b>	<b>(80)</b>
<b>Recharges</b>			
Premises Support	72	72	0
Central Support	1,037	1,037	0
Recharge Income	-3,252	-3,252	0
<b>Net Total Recharges</b>	<b>-2,143</b>	<b>-2,143</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>19</b>	<b>99</b>	<b>(80)</b>

## Children &amp; Families Department

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	12,628	14,590	(1,962)
Other Premises	329	343	(14)
Supplies & Services	977	2,199	(1,222)
Transport	113	222	(109)
Direct Payments	944	772	172
Commissioned services to Vol Orgs	233	212	21
Residential Care	11,349	15,956	(4,607)
Out of Borough Adoption	89	0	89
Out of Borough Fostering	2,503	2,892	(389)
In House Adoption	427	459	(32)
Special Guardianship Order	1,780	2,209	(429)
In House Foster Carer Placements	2,589	3,046	(457)
Lavender House	219	219	0
Home Support & Respite	70	443	(373)
Care Leavers	249	213	36
Family Support	53	58	(5)
Contracted services	3	3	0
Early Years	203	447	(244)
Emergency Duty	118	183	(65)
Youth Offending Services	261	337	(76)
Capital Finance	210	210	0
<b>Total Expenditure</b>	<b>35,347</b>	<b>45,013</b>	<b>(9,666)</b>
<b>Income</b>			
Fees & Charges	-24	-21	(3)
Sales Income	-4	-1	(3)
Rents	-58	-73	15
Reimbursement & other Grant Income	-1,209	-1,150	(59)
Transfer from reserve	-2,388	-2,388	0
Dedicated Schools Grant	-50	-50	0
Government Grants	-6,806	-6,806	0
<b>Total Income</b>	<b>-10,539</b>	<b>-10,489</b>	<b>(50)</b>
<b>Net Operational Expenditure</b>	<b>24,808</b>	<b>34,524</b>	<b>(9,716)</b>
<b>Recharges</b>			
Premises Support	235	235	0
Transport	18	16	2
Central Support Recharges	3,036	3,036	0
Internal Recharge Income	-140	-140	0
<b>Net Total Recharges</b>	<b>3,149</b>	<b>3,147</b>	<b>2</b>
<b>Net Departmental Expenditure</b>	<b>27,957</b>	<b>37,671</b>	<b>(9,714)</b>

**Education, Inclusion & Provision Department**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	7,130	6,845	285
Premises	32	28	4
Supplies & Services	2,661	2,732	(71)
Transport	43	46	(3)
School Transport	1,338	2,052	(714)
Commissioned Services	1,771	1,612	159
Grants to Voluntary Organisations	1,380	1,435	(55)
Independent School Fees	6,875	6,875	0
Inter Authority Special Needs	359	359	0
Pupil Premium Grant	92	92	0
Nursery Education Payments	5,906	5,906	0
Capital Finance	2,271	2,271	0
<b>Total Expenditure</b>	<b>29,858</b>	<b>30,253</b>	<b>(395)</b>
<b>Income</b>			
Fees & Charges Income	-93	-149	56
Government Grant	-5,348	-5,348	0
Reimbursements & Other Grant Income	-869	-822	(47)
Schools SLA Income	-358	-432	74
Transfer from Reserves	-1,047	-1,047	0
Dedicated Schools Grant	-17,840	-17,840	0
Inter Authority Income	-421	-421	0
<b>Total Income</b>	<b>-25,976</b>	<b>-26,059</b>	<b>83</b>
<b>Net Operational Expenditure</b>	<b>3,882</b>	<b>4,194</b>	<b>(312)</b>
<b>Recharges</b>			
Premises Support	127	127	0
Transport Support	438	578	(140)
Central Support	2,308	2,308	0
Asset Rental Support	2,437	2,437	0
Recharge Income	-21	-21	0
<b>Net Total Recharges</b>	<b>5,289</b>	<b>5,429</b>	<b>(140)</b>
<b>Net Departmental Expenditure</b>	<b>9,171</b>	<b>9,623</b>	<b>(452)</b>

**Community & Greenspace Department**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	15,756	14,936	820
Premises	2,544	2,841	(297)
Supplies & Services	1,488	1,655	(167)
Hired & Contracted Services	453	475	(22)
Book Fund	147	142	5
Food Provisions	354	371	(17)
School Meals Food	1,872	2,069	(197)
Miscellaneous Transport Costs	115	133	(18)
Other Agency Costs	209	204	5
Other Expenditure	0	15	(15)
Waste Disposal Contracts	6,538	6,438	100
Grants to Voluntary Organisations	57	16	41
Grant to Norton Priory	172	173	(1)
Rolling Projects	0	20	(20)
Capital Financing	1,077	1,094	(17)
<b>Total Expenditure</b>	<b>30,782</b>	<b>30,582</b>	<b>200</b>
<b>Income</b>			
Sales Income	-1,196	-1,199	3
School Meals Sales	-2,730	-2,739	9
Fees & Charges Income	-5,351	-5,299	(52)
Rental Income	-209	-171	(38)
Government Grant Income	-359	-363	4
Reimbursements & Other Grant Income	-792	-818	26
SLA Income	-2,227	-1,785	(442)
Catering Fees	-88	-108	20
Internal Fees Income	-227	-289	62
Capital Salaries	-106	-75	(31)
Transfers From Reserves	-1,221	-1,314	93
<b>Total Income</b>	<b>-14,506</b>	<b>-14,160</b>	<b>(346)</b>
<b>Net Operational Expenditure</b>	<b>16,276</b>	<b>16,422</b>	<b>(146)</b>
<b>Recharges</b>			
Premises Support	1,496	1,496	0
Transport Support	2,325	2,433	(108)
Central Support	4,449	4,449	0
Asset Rental Support	3,519	3,519	0
Support Costs Income	-511	-511	0
<b>Net Total Recharges</b>	<b>11,278</b>	<b>11,386</b>	<b>(108)</b>
<b>Net Departmental Expenditure</b>	<b>27,554</b>	<b>27,808</b>	<b>(254)</b>

**Economy, Enterprise & Property Department**



	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employee Related Expenditure	5,605	5,460	145
Repairs & Maintenance	2,211	2,285	(74)
Premises	92	102	(10)
Energy & Water Costs	1,059	1,059	0
NNDR	549	664	(115)
Rents	192	161	31
Economic Regeneration Activities	17	0	17
Security	486	548	(62)
Supplies & Services	822	621	201
Supplies & Services - Grant	740	740	0
Grants to Voluntary Organisations	162	162	0
Capital Finance	30	30	0
Transfer to Reserves	1,007	1,007	0
<b>Total Expenditure</b>	<b>12,972</b>	<b>12,839</b>	<b>133</b>
<b>Income</b>			
Fees & Charges Income	-906	-913	7
Rent - Commercial Properties	-801	-785	(16)
Rent - Investment Properties	-44	-44	0
Rent - Markets	-793	-766	(27)
Government Grant	-1,042	-1,042	0
Reimbursements & Other Grant Income	-1,612	-1,615	3
Schools SLA Income	-384	-362	(22)
Recharges to Capital	-153	-149	(4)
Transfer from Reserves	-2,248	-2,248	0
<b>Total Income</b>	<b>-7,983</b>	<b>-7,924</b>	<b>(59)</b>
<b>Net Operational Expenditure</b>	<b>4,989</b>	<b>4,915</b>	<b>74</b>
<b>Recharges</b>			
Premises Support	1,474	1,474	0
Transport Support	27	28	0
Central Support	2,082	2,082	0
Asset Rental Support	1,399	1,399	0
Recharge Income	-6,258	-6,258	0
<b>Net Total Recharges</b>	<b>-1,276</b>	<b>-1,275</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>3,713</b>	<b>3,640</b>	<b>74</b>

**Planning and Transportation Department**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	4,834	4,823	11
Efficiency Savings	-100	-100	0
Premises	187	139	48
Hired & Contracted Services	333	506	(173)
Supplies & Services	217	419	(202)
Other Expenditure	0	2	(2)
Street Lighting	1,713	1,414	299
Highways Maintenance - Routine & Reactive	1,130	1,478	(348)
Highways Maintenance - Programmed Works	1,512	1,304	208
Fleet Transport	1,392	1,526	(134)
Bus Support - Halton Hopper Tickets	50	15	35
Bus Support	498	486	12
Capital Financing	0	0	0
Grants to Voluntary Organisations	31	31	0
NRA Levy	69	69	0
LCR Levy	882	882	0
Contribution to Reserves	984	984	0
<b>Total Expenditure</b>	<b>13,732</b>	<b>13,978</b>	<b>(246)</b>
<b>Income</b>			
Sales & Rents Income	-93	-123	30
Planning Fees	-563	-917	354
Building Control Fees	-224	-235	11
Other Fees & Charges	-936	-1,047	111
Grants & Reimbursements	-343	-343	0
Government Grant Income	-175	-175	0
Halton Hopper Income	-50	-13	(37)
School SLA's	-46	-43	(3)
Recharge to Capital	-317	-155	(162)
LCR Levy Reimbursement	-882	-882	0
Contribution from Reserves	-755	-755	0
<b>Total Income</b>	<b>-4,384</b>	<b>-4,688</b>	<b>304</b>
<b>Net Operational Expenditure</b>	<b>9,348</b>	<b>9,290</b>	<b>58</b>
<b>Recharges</b>			
Premises Recharges	534	534	0
Transport Recharges	662	746	(84)
Asset Charges	9,839	9,839	0
Central Recharges	1,581	1,583	(2)
Transport Recharge Income	-4,240	-4,746	506
Central Recharge Income	-871	-871	0
<b>Net Total Recharges</b>	<b>7,505</b>	<b>7,085</b>	<b>420</b>
<b>Net Departmental Expenditure</b>	<b>16,853</b>	<b>16,375</b>	<b>478</b>

**Public Health**

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance Underspend</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Employees	4,260	4,158	102
Premises	5	5	0
Supplies & Services	434	390	44
Contracts & SLA's	7,103	7,110	(7)
Transport	13	13	0
Other Agency - Port Levies	21	21	0
Transfer to Reserves	635	635	0
<b>Total Expenditure</b>	<b>12,471</b>	<b>12,332</b>	<b>139</b>
<b>Income</b>			
Fees & Charges	-221	-239	18
Reimbursements & Grant Income	-436	-436	0
Transfer from Reserves	-1,050	-1,050	0
Government Grant Income	-11,525	-11,525	0
<b>Total Income</b>	<b>-13,232</b>	<b>-13,250</b>	<b>18</b>
<b>Net Operational Expenditure</b>	<b>-761</b>	<b>-918</b>	<b>157</b>
<b>Recharges</b>			
Premises Support	126	126	0
Transport Support	30	30	0
Central Support	1,340	1,340	0
Recharge Income	-482	-482	0
<b>Net Total Recharges</b>	<b>1,014</b>	<b>1,014</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>253</b>	<b>96</b>	<b>157</b>

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance Underspend</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b><u>Expenditure</u></b>			
Employees	342	358	(16)
Contracted Services	38	24	14
Supplies & Services	129	256	(127)
Premises Expenditure	5	18	(13)
Transport Costs	0	4	(4)
Members Allowances	901	893	8
Interest Payable - Treasury Management	1,373	1,138	235
Interest Payable - Other	1,550	1,619	(69)
Bank Charges	137	184	(47)
Audit Fees	135	169	(34)
Contingency	4,436	750	3,686
Capital Financing	3,216	3,216	0
Contribution to Reserves	4,391	4,391	0
Debt Management Expenses	20	24	(4)
Precepts & Levies	210	229	(19)
Agency Related Expenditure	253	253	0
Business Support Grants	0	-16	16
<b>Total Expenditure</b>	<b>17,136</b>	<b>13,510</b>	<b>3,626</b>
<b><u>Income</u></b>			
Interest Receivable - Treasury Management	-578	-1,406	828
Interest Receivable - Other	-545	-565	20
Other Fees & Charges	-119	-314	195
Grants & Reimbursements	-1,811	-1,856	45
Government Grant Income	-12,054	-12,450	396
Transfer from Reserves	-13,933	-14,338	405
<b>Total Income</b>	<b>-29,040</b>	<b>-30,929</b>	<b>1,889</b>
<b>Net Operational Expenditure</b>	<b>-11,904</b>	<b>-17,419</b>	<b>5,515</b>
<b><u>Recharges</u></b>			
Premises Recharges	4	4	0
Central Recharges	1,297	1,297	0
Support Services Income	-27,090	-27,090	0
<b>Net Total Recharges</b>	<b>-25,789</b>	<b>-25,789</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>-37,693</b>	<b>-43,208</b>	<b>5,515</b>

	<b>Annual Budget</b>	<b>Actual</b>	<b>Variance (Overspend)</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Expenditure</b>			
Premises	91	84	7
Legal Expenses	0	140	(140)
Hired & Contracted	0	5	(5)
Unitary Charge	40,225	39,410	815
DMPA Fee	9,303	11,776	(2,473)
MGCB Ltd	1,920	1,173	747
Insurances	715	635	80
MGET	302	313	(11)
Bus Support	250	205	45
Highways Maintenance	0	3	(3)
External Interest	5,305	5,290	15
Finance Charges	161	165	(4)
Bad Debt provision	0	9,964	(9,964)
Direct Revenue Financing	288	0	288
Transfer to Reserves	9,747	9,421	326
<b>Total Expenditure</b>	<b>68,307</b>	<b>78,584</b>	<b>(10,277)</b>
<b>Income</b>			
Toll Income	-45,267	-55,396	10,129
Reimbursements & Grant Income	0	-50	50
Transfer from Reserves	-215	-9,313	9,098
Government Grant Income	-22,940	-13,940	(9,000)
<b>Total Income</b>	<b>-68,422</b>	<b>-78,699</b>	<b>10,277</b>
<b>Net Operational Expenditure</b>	<b>-115</b>	<b>-115</b>	<b>0</b>
<b>Recharges</b>			
Central Support	115	115	0
Asset Rental Support	8,028	8,028	0
Recharge Income			0
<b>Net Total Recharges</b>	<b>8,143</b>	<b>8,143</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>8,028</b>	<b>8,028</b>	<b>0</b>

## Capital Programme as at 31 March 2023

Directorate/Department	2022/23 Capital Allocation	Actual Spend to 31 March 2023	Total Allocation Remaining
	£'000	£'000	£'000
<b>Adult Directoarate</b>			
Grants – Disabled Facilities	580	575	5
Stair Lifts	220	217	3
Joint Funding RSL Adaptations	300	280	20
Millbrow Care Home	180	122	58
Madeline McKenna	100	138	-38
St Lukes	20	40	-20
St Patricks	150	119	31
Telehealthcare Upgrade	400	100	300
<b>Total Adult Directoarate</b>	<b>1,950</b>	<b>1,591</b>	<b>359</b>
<b>Children Services Directorate</b>			
Asset Management Data	6	3	3
Capital Repairs	1,155	1,046	109
Asbestos Management	29	20	9
Schools Access Initiative	36	23	13
The Grange	0	8	-8
Fairfield Primary School	20	0	20
Kitchen Gas Safety	1	1	0
Small Capital Works	124	66	58
SEMH Free School	237	231	6
Cavendish School Extension	469	36	433
Family Hubs	34	0	34
<b>Total Children Services Directorate</b>	<b>2,111</b>	<b>1,434</b>	<b>677</b>
<b>Chief Executive Directorate</b>			
IT Rolling Programme	700	493	207
<b>Total Chief Executive Directorate</b>	<b>700</b>	<b>493</b>	<b>207</b>

Directorate/Department	2022/23 Capital Allocation	Actual Spend to 31 March 2023	Total Allocation Remaining
<b>Environment &amp; Regeneration Directorate</b>			
Stadium Minor Works	37	16	21
Stadium Decarbonisation Scheme	0	145	-145
Open Spaces Schemes	450	170	280
Upton Improvements	13	0	13
Crow Wood Park	39	28	11
Brookvale Pitch Refurbishment	70	42	28
Halton Leisure Centre	3,296	3,239	57
Children's Playground Equipment	80	40	40
Landfill Tax Credit Schemes	340	0	340
Runcorn Town Park	256	282	-26
Widnes Crematorium Replacement Cremator	200	242	-42
Spike Island / Wigg Island	60	1	59
Litter Bins	20	20	0
3MG	164	25	139
Murdishaw redevelopment	31	1	30
Equality Act Improvement Works	200	248	-48
Widnes Market Refurbishment	6	6	0
Broseley House	21	12	9
Solar Farm Extension	11	3	8
Foundary Lane Residential Area	2,117	3,569	-1,452
Kingsway Learning Centre Improved Facilities	36	0	36
Halton Lea TCF	388	353	35
Property Improvements	213	189	24
Astmoor Regeneration	14	14	0
Runcorn Town Centre Fund	3,239	1,451	1,788
Woodend, Unit 10 Catalyst	500	518	-18
St Paul's Mews	500	515	-15
Runcorn Station Quarter	110	60	50
UK Shared Prosperity Fund	45	28	17
Waterloo Building	0	7	-7

<b>Directorate/Department</b>	<b>2022/23 Capital Allocation</b>	<b>Actual Spend to 31 March 2023</b>	<b>Total Allocation Remaining</b>
Bridge and Highway Maintenance	2,448	1,182	1,266
Integrated Transport	1,553	689	864
EATF Runcorn Busway	1,546	1,628	-82
CRSTS Funded Schemes	3,306	2,680	626
Street Lighting - Structural Maintenance	853	178	675
Street Lighting - Upgrades	530	261	269
SUD Green Cycle / Walk Corridors	517	534	-17
Runcorn East Connectivity	1,500	1,290	210
Risk Management	495	38	457
Fleet Replacements	2,500	686	1,814
Silver Jubilee Bridge - Major Maintenance Scheme	321	0	321
Silver Jubilee Bridge - Decoupling / Runcorn Station Quarter	275	275	0
Widnes Loops	17	18	-1
Silver Jubilee Bridge - Lighting	0	10	-10
LCWIP (Local cycling and walking infrastructure plan) / Dukesfield	1,800	3,169	-1,369
A56 Reconstruction	950	3	947
MG Land Acquisition			0
MG Development Costs	904	65	839
MG Handback Land	40	7	33
<b>Total Environment &amp; Regeneration Directorate</b>	<b>32,011</b>	<b>23,937</b>	<b>8,074</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>36,772</b>	<b>27,455</b>	<b>9,317</b>
Slippage (20%) Carried Forward	-7,354		
Slippage Brought Forward			
<b>TOTAL</b>	<b>29,418</b>	<b>27,455</b>	<b>1,963</b>



<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	15 June 2023
<b>REPORTING OFFICER:</b>	Executive Director, Adults
<b>PORTFOLIO:</b>	Adult Social Care
<b>SUBJECT:</b>	Draft Scrutiny Review Report – Adult Social Care Workforce Needs
<b>WARD(S)</b>	Borough-wide

## 1.0 **PURPOSE OF THE REPORT**

- 1.1 To present the Board with the draft report written in conclusion to the Scrutiny Review of Adult Social Care Workforce Needs.

## 2.0 **RECOMMENDATION: That the Board note the findings of the Scrutiny Review and its recommendations.**

## 3.0 **SUPPORTING INFORMATION**

### 3.1 Commissioning of the report

- 3.1.1 This report (attached as Appendix 1) was commissioned by the Health Policy and Performance Board in response to the continued pressures across the Adult Social Care system in relation to recruitment and retention and considerations around opportunities for development and progression within the sector.

- 3.1.2 A scrutiny review topic group was formed by Councillor Peter Lloyd-Jones as Chair and operational support being led by the Damian Nolan, Interim Operational – Commissioning and Provision. The Senior Service Development Officer from the Policy, Performance and Customer Care Team was present at meetings to record proceedings and considerations towards recommendations.

- 3.1.3 As part of considerations by the topic group a range of presenter were invited to meetings. From this the Topic Group gained oversight of national challenges facing the sector, regional workforce activity, and looked at the local needs. The latter included meeting with a number of commissioned provider services to better understanding their perspective, as well as hearing about the Adult Social Care services structure delivered by Council employees, looking at their needs and what initiatives are in place to support them.

3.2 Scrutiny review

3.2.1 The Topic Group met between May and December with an open invitation to Members to participate throughout. The Elected Members involved in the review are named in the report and all Health PPB Members attended across the duration of the study.

3.2.2 Activity undertaken included:

- Monthly meetings of the scrutiny review topic group;
- Reports and presentations made by key stakeholders;
- Site visits to a care home and the offices of the primary domiciliary care provider.
- The final draft of this report was circulated to participating staff to check for accuracy.

3.2.3 The Board identified a set recommendations as a result of the Topic Group – these are set out in Section 7 of the report.

4.0 **POLICY IMPLICATIONS**

4.1 As identified in the recommendations.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 None identified

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children & Young People in Halton**

None identified at this time

6.2 **Employment, Learning & Skills in Halton**

None identified at this time

6.3 **A Healthy Halton**

The scrutiny review report and recommendations support the Council's strategic priority of Improving Health. Taking on board the recommendations from the report will support effective delivery of services across the borough,

6.4 **A Safer Halton**

None identified at this time

6.5 **Halton's Urban Renewal**

None identified at this time

7.0 **RISK ANALYSIS**

7.1 The issues highlighted as part of the Topic Group's enquiry pose a continuity of care concerns across all Adult Social Care services and the current activity to alleviate this situation, as well as work proposed further, is intended to reduce this risk.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 *An Equality Impact Assessment is not required for this report.*

9.0 **CLIMATE CHANGE IMPLICATIONS**

9.1 One of the key intentions of looking at workforce needs from a local perspective is to ensure that there's maximum opportunity to attract talent directly from the Halton area so that additional travel to work is minimised. Building local pipelines of incumbents into the Adult Social Care workforce diminishes the impact on the environment.



# **Health Policy & Performance Board**

## **Scrutiny Review: The Adult Social Care Workforce**

**Report  
December 2022**

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## 1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report, as outlined in the initial topic brief (Appendix One) is to:

- To identify the impact workforce has on good quality care.
- To understand the size and structure of the Adult Social Care Workforce across Halton, and consider the Council's role in sustaining and developing sector resilience in relation to workforce needs.
- To recognise the drivers for transforming approach to recruitment and retention, and benchmark Halton's position against these.
- To highlight the innovative work being undertaken to promote careers in the sector, provide new opportunities for existing staff and inspire new interest in being part of the Adult Social Care workforce.
- To examine the Council's own Adult Social Care workforce and its plans to recruit, train, retain and progress employees.
- To acknowledge the Council's duty in sustaining the provider market for Adult Social Care services and the impact of workforce needs on this.
- To appreciate the Council's contractual position in relation to delivery of provider services and the quality assurance role in respect of maintaining a competent workforce.
- To examine the Council's support to the provider sector in maintaining safe and effective staffing levels.
- To evaluate whether any further action can be taken to mitigate risks to market sustainability.

## 2.0 POLICY AND PERFORMANCE BOARD (PPB)

2.1 This review was commissioned by the Health PPB and the topic formally adopted at the Tuesday 15 February meeting.

2.2 This report will be presented to Health PPB in February 2023. The report will also be presented to People Directorate Senior Management Team, Executive Board and boards or committees of stakeholders, as appropriate.

## 3.0 MEMBERSHIP OF THE TOPIC GROUP

3.1 An open invitation to participate in the scrutiny group was made to all members of the Health PPB. The table below details which PPB members and officers participated in the review:

3.2	Councillor Peter Lloyd Jones (Chair)	Cllr. Sandra Baker
	Cllr. Eddie Dourley	Cllr. John Bradshaw
	Cllr. Laura Bevan	Cllr. Angela Ball
	Cllr. Dave Cargill	Damian Nolan – Interim Operational Director – Commissioning and Provision
	Cllr. Louise Goodall	
	Cllr. Louise Nolan	Nicola Hallmark, Senior Service Development Officer, Adult Social Care, People Directorate

3.3 The Schedule of Activity (Appendix Two) shows the visiting presenters who contributed to the topic review.

3.4 **The Chair would like to extend thanks to all of those who took the time to participate in this review.**

## 4.0 METHODOLOGY

4.1 This scrutiny review was conducted through the following means:

- Monthly meetings of the scrutiny review topic group;
- Reports and presentations made by key stakeholders;
- Site visits to a care home and the offices of the primary domiciliary care provider.
- The final draft of this report was circulated to participating staff to check for accuracy.

## 5.0 BACKGROUND

5.1 Delivery of Adult Social Care (ASC) services involves a wide range of services and organisations. Halton Borough Council has a duty to ensure provision is made against a set of statutory social care functions. This is achieved through both in-house teams to the Council, and through commissioned services, contracting primarily with the private and voluntary sector. The ASC workforce is therefore made up of the entirety of staff employed to deliver services across the community, whether they work for the Council or for provider organisations. Their overarching function is to ensure that adults with additional needs, resulting from physical or mental impairment or illness, receive appropriate care to keep them safe and well.

5.2 The Topic Group was commissioned based on knowledge and intelligence of challenges and pressures across the ASC sector, with particular emphasis on the recruitment, retention, development and progression of staff. This was recognised as a national issue and not just a concern for Halton. Elected Members wanted to look more closely at whether and how this was affecting services in Halton and what is being done and what could be further done to alleviate the issues.

5.3 The first undertaking of the Group was to understand the ASC market and what its workforce looks like. There are a range of organisations who collect

data to calculate the size and shape of the ASC workforce in Halton. Some of the following supports this understanding:

- The Care Quality Commission (CQC) has 32 registered services delivering provision across Halton (as at December 2022) including residential care homes, nursing care homes, homecare (domiciliary care), supported living, Shared Lives service, and other community provisions. It should be noted that not all adult social care providers are required to register with CQC – they only need to be registered if they deliver ‘regulated activity’, as defined by CQC.
- From their collation of information from the annual Workforce Data Set, Skills for Care estimate that the ASC workforce, nationally, equated to 1.65 million jobs in 2019/20. Skills for Care figures indicate that the borough of Halton hosts 2,900 jobs (equivalent to 2,000 whole time equivalent posts). Completion of the Data Set is not mandatory however so some services may not be represented.
- Local data from the Capacity Tracker (NHS England and Department of Health and Social Care’s single data capture platform for Care Homes, In-patient Community Rehabilitation, Substance misuse and Hospice Providers) indicates that 1,090 staff are employed (including nurses, care workers, non-care work roles, and agency staff) in services in Halton – as at December 2022.

5.4 In examining the subject area it was important for Members to understand that delivery of ASC services is subject to an open market and is therefore competitive. No one body holds a full set of data that defines the extent of the workforce. This can be further explained in terms of a comparison with the NHS, which is a single employer for health services, operating to a shared set of rules and processes, where staff are engaged to a defined employment framework. Across ASC there is no mutual understanding around arrangements for staff terms and conditions (other than within the Council where staff are employed against local authority national conditions of service). Any shared employment practices are based on market expectations and the need to attract staff.

## 6.0 EVIDENCE, ANALYSIS AND CONCLUSIONS

### 6.1 The Adult Social Care Workforce - National context

6.1.1 It was important for the Topic Group to understand the ASC market and the national drivers and stressors on the sector. In the first Topic Group meeting, as well as agreeing the schedule of activities for the duration of the Scrutiny, Members were given an overview of the labour market forces impacting on the sector. This included the ongoing fallout from the pandemic, funding constraints, market competition and negative public perception of work in the sector.

6.1.2 The Group were briefed on what constitutes direct care provision, and the range of job roles which make up the sector. It was calculated that frontline



care provision in Halton, including in-house services to the Council as well as commissioned provision across the borough, was delivered by just over 1,600 staff – based on the data available.

- 6.1.3 Skills for Care, the national strategic workforce development and planning body for ASC in England, were invited to further apprise the Topic Group on their work. The presentation given opened with some ‘myth busting’ facts about the sector, including its size and structure in relation to the National Health Service (NHS) and what constitutes the requirements to be registered with the CQC. The Topic Group were informed about the wide range of roles on offer across the sector and heard that the majority of jobs (53%) are held by care and support workers, with just 5% of jobs in the sector being undertaken by regulated professionals (social workers, nurses and occupational therapists).
- 6.1.4 The Group were presented with statistics based on data from the ASC Workforce Data Set, based on responses from Halton services. This looked at qualifications held, turnover rates, sickness absence rates and other figures which were indicative of workforce needs.
- 6.1.5 It was conveyed, from the information and figures given, that recruitment and retention are clear issues for the sector, while at the same time the need for ASC services is set to increase with rising demand from an ageing population.
- 6.1.6 The Topic Group were made aware of the wide range of initiatives which Skills for Care deliver, and have planned, which are aiming at supporting the sector with workforce challenges. Locally, a Halton Social Care Employment Partnership has been formed (stemming from the Registered Manager’s Network which Skills for Care support) to consider recruitment and retention. Involvement from the local JobCentrePlus teams and the local college are proving to be productive.

## *Conclusions*

- 6.1.7 ASC is a complex sector with a fragmented market.
- 6.1.8 Workforce needs for the ASC sector are a national issue, and one which is reflected in Halton. Localised support and relationships are being brokered.
- 6.1.9 There is widespread recognition that the situation results from a series of impactors.

## 6.2 The regional approach

- 6.2.1 Cheshire and Merseyside Adult Social Care Workforce Association of Directors of Adults Social Services (ADASS) were invited by the Group to talk about the actions being taken on a regional basis to support workforce needs.
- 6.2.2 Details of initiatives were shared from their own perspective but also where they allied to activity on a Liverpool City Region Combined Authority level, as well as what regional approaches were taken in relation to schemes offered through the Department of Work and Pensions and Skills for Care.

- 6.2.3 Members noted the assistance provided and support structures developed on a regional level, particularly during the height of the pandemic. These enabled fast-tracking of workforce funding, timely dissemination good practice, the promotion of sector recruitment opportunities and brokered partnerships to develop new ways of working to tackle workforce needs going forward.
- 6.2.4 A significant piece of work undertaken, during the pandemic, looked at what regional resources were available to support staff wellbeing. Collation of information was co-ordinated by Cheshire and Merseyside ADASS and offered back out to the sector from a centralised Hub. This conveyed an acknowledgement of the toll taken by the pandemic on the physical and mental health of the ASC workforce with a view to retaining staff during and beyond this unprecedented period.
- 6.2.5 Cheshire and Merseyside ADASS have also been able to organise learning opportunities across the region, work collaboratively to promote the sector, and undertaken specific activity to support the Personal Assistant market across the area. Having picked up on some successful practice they are also endorsing and support progress towards the development of 'Care and Health Academies' on a local level.
- 6.2.6 Examples of sector-specific initiatives and innovative approaches were discussed. It was recognised that, as a fragmented market, all providers need to be on-board with activities to get the most out of them.
- 6.2.7 Attracting young people to the sector was specifically acknowledged to be an issue and work needs to continue to develop distinct career pathways and attractive opportunities. Good links with school and colleges were evident.

## *Conclusions*

- 6.2.8 Members acknowledged that working on a regional level provided the opportunity to embed good practice at scale and pace.
- 6.2.9 Regional activity complements both national and local support for workforce needs and a range of co-ordinated approaches are making steady in-roads towards tackling the issues at hand.
- 6.2.10 There is still a great distance to travel to establish ASC as a valued sector to work in.

## **6.3 The picture in Halton – Halton Borough Council's Adult Social Care workforce**

- 6.3.1 Workforce needs are a focus across the board for ASC services delivered in-house to Halton Borough Council and activity is aimed at supporting all teams. As a sample of the work taking place the Topic Group were given details of the workforce initiatives specifically driven by the Council's care homes division. This involves utilising the division as a test-bed for pilot schemes so that best practice can then be exemplified across the wider sector.

- 6.3.2 The portfolio of care homes coming under Council ownership and management has grown significantly with four older people's homes (three with nursing facilities) being taken on since 2017. In purchasing of each home a Transfer of Undertakings - Protection of Employment (TUPE) took place resulting in change and some expected staff movement. This, together with the impact of the pandemic and other national constraints on the sector, has created the conditions for dedicated attention to workforce needs and has steered the Council's efforts.
- 6.3.3 Towards the end of 2019 the Council's care home division was successful in bidding for funding from the Liverpool Workforce Action Board (LWAB). A 12-month programme of work, extended due to the pandemic, has resulted in some innovative approaches which are to be further built on and embedded into practice. The Topic Group heard about the partnership formed with Chester University through the funding and efforts to work closely with existing staff to understand their needs and create additional opportunities for development and progression.
- 6.3.4 The Topic Group were told about the approaches taken to support new incumbents into the ASC workforce through dedicated Intermediate Labour Market roles, where job seekers are offered work placements alongside employability skills programme. For this, the care homes division is working in partnership with the Council's People into Jobs service. They heard about the new integrated health and social care roles of Nurse Associate and Assistant Practitioner, with associated Apprenticeship learning opportunities, which have been trialled in the homes. Work placements for students at both further and higher education level are being hosted by the homes, and in-reach to the education institutions is also being made. The in-reach has involved current staff members feeding into seminars and workshops so that students have a better understanding of day-to-day duties in the workplace. Specific work is being undertaken to create an on-line practice knowledge sharing platform, with e-learning opportunities, for nursing staff, and the Council intend to recruit a dedicated Clinical Development Lead to support nursing care across the borough.
- 6.3.5 The dedicated workforce activity, coupled with planned refurbishment work for the Council's homes, looks set to make the local authority an 'employer of choice'. However, the Council are keen to widen the best practice knowledge and share learning across with other providers of ASC for the benefit of the sector as whole. Members learnt that the overarching intention is to create teaching hub within Halton Borough Council's care homes to support staff intake and develop the workforce for the other areas of the sector. A Halton-based 'Career Academy' approach is being developed to bring all strands of workforce activity together.

## *Conclusions*

- 6.3.6 Halton Borough Council's takeover of a majority share of the older people's care home market in the borough has rendered them well-placed to spearhead innovation in relation to workforce needs. The work being undertaken will alleviate workforce pressures by creating a pipeline of new appointees into the

sector and providing career progression models which can be mirrored to attract and retain staff.

## 6.4 The picture in Halton – Commissioned providers of direct care services

- 6.4.1 Halton Borough Council commissions services from a range of providers and works in partnership with them to support delivery of adult social care functions through its contract monitoring and management processes.
- 6.4.2 Throughout the duration of the Scrutiny Topic Group's work, issues of low pay were highlighted. The Topic Group requested a breakdown of provider starting pay and while it was found that all ASC services offered national minimum wage few went above the national living wage. It was further debated that the demands of working in the sector were high and the majority of feedback given pointed to commitment to a vocation rather than a job. Comparisons were made with other work areas, in particular the retail sector, where some employers are offering a higher starting wage than in the care sector, with potentially less unsocial hours and less responsibility. It was further felt that while high vacancy rates were reflective of a number of factors, the primary impactor was thought to be pay.
- 6.4.3 As part of the Scrutiny process the Topic Group invited commissioned providers to discuss current workforce issues they are facing and what they have put in place to alleviate the situation. This was coupled with some on-site visits so that the Topic Group could speak to staff directly about their experiences of the pressures.
- 6.4.4 Representatives from Cera Care (formerly Premier Care), as Halton's current domiciliary care provider, gave a presentation to the Topic Group which focussed on staffing needs. The national company employs 99 people to its Halton team to deliver against an exclusive contract with the Council to deliver home care provision. Since May 2022 the local branch has been escalated to a 'Tier 1' status. This is an internal measure to support area teams who are experiencing recruitment and retention issues. Additional support has been drafted in from their central office to conduct focussed work with the branch and within a four month period they reported an 83% improvement in 'hires'.
- 6.4.5 Cera Care provided insight into their recruitment processes, robust induction programme and the ongoing support, development and progression opportunities for staff. Discussions were held about the demands of the vocational work area and the negative impact on retention that comes from people not fully appreciating what the role is like in practice and/or seeing the opportunity to earn more in other sectors, with less responsibility.
- 6.4.6 Cera Care use agency workers but work exclusively with a bank of known workers who are trained to their specific standards and who work regularly to fill gaps in demand.
- 6.4.7 Following on from Cera Care's presentation a visit was planned to their Halton office. Feedback was given at the next Topic Group meeting on the competent

and co-ordinated approach taken to the delivery of service. Staff members approached during the visit seemed content with their working conditions.

- 6.4.8 Having already had details of the steps being taken by the Council's in-house care homes to support workforce needs, the Topic Group additionally heard from two further care home providers – HC-One and Hillcare.
- 6.4.9 Some differences were highlighted in the staffing needs between nursing and residential care settings. It was suggested nursing care is more skilled and more intensive support is given on a one-to-one basis, whereas residential and dementia care can offer more communal interaction. However, it was also highlighted that residential and dementia care needs are becoming more complex, with people going into care at the point where they then have a higher level of dependency. It was agreed that the work is difficult and requires a high level of skill and the subject of low pay, high turnover and poor public perception of the industry was echoed as an ongoing theme of the Topic Group.
- 6.4.10 Examples of good practice came out of discussions with the two care home providers present, both of whom offered career progression opportunities and had pay uplifts associated with either experience or learning. Other areas of distinction emphasised were around flexible working options (the sector tends to traditionally offer 12-hour shift patterns), training and ongoing development options and continuous support mechanism, such as regular supervision and manager 'open door' policies.
- 6.4.11 A reliance on agency staff to fill staffing gaps within the homes was cause for concern for the Topic Group, both in terms of ongoing costs and turnover which has the potential to impact on relationships with residents and on disparities in practice. Further discussions highlighted that use of agency workers was widespread across the sector as a result of workforce needs.
- 6.4.12 Members made a visit to a care home and remarked on the levels of commitment staff had to their jobs in spite of pulls to better pay and less responsibility in other sectors. Staff were keen to emphasise the fulfilment they get from working with service users.
- 6.4.13 Exploration was made during the Scrutiny Topic Group as to what reward and recognition staff received from their employers. There seemed to be a diverse variation in relationships with employers with some on-site managers working hard to build shared team values and keep staff motivated, while some parent companies neglected to recognise individual contribution. It was felt that some learning could take place around this.
- 6.4.14 Members credited the providers seen with some strong models of good practice and considered how this might be further communicated across the sector.
- 6.4.15 As well as hearing from providers themselves the Topic Group gained an understanding of the support available to them as part of their contracting arrangements with Halton Borough Council. They received a presentation detailing the remit of the Council's dedicated Quality Assurance and Contracts team and Commissioning function. Providers receive ongoing monitoring and

support through regular contact and close working to develop quality improvement opportunities.

- 6.4.16 To illustrate the level of support offered the Topic Group were given details of how the Council assisted providers with continuity of service throughout the pandemic. During this period of rapid change the Council maintained oversight of provision and advocated for providers by creating a strong presence and delivering unified messages in conjunction with health services. This helped assure providers, and the staff delivering care, that the Council was a valuable ally and relationships have thrived as a result.
- 6.4.17 During this time, the Council recognised the distinct impact on the care home sector and devised and delivered against a 'Care Home Resilience Plan' in collaboration with health service, primarily the NHS Halton Clinical Commissioning Group (now the ICB) and Public Health. A wide programme of support was developed, much of which was open to providers of other services across the ASC sector. Among other interventions, daily welfare calls were made with providers; a co-ordinated communications plan was formulated to eliminate duplication; information and guidance was shared alongside messages of support and encouragement; Halton pulled together its own wellbeing resources for staff across the sector (in addition to the aforementioned ADASS hub); online learning opportunities, including fast-track induction programmes were devised and rolled out; multi-disciplinary 'ward rounds' were co-ordinated on a virtual basis; funding and equipment was deployed; a supportive 'lessons learned' approach was taken with providers to reflect on infection outbreaks; and donations were distributed, including Easter eggs for staff and residents.
- 6.4.18 Continued support from the Council is accessible to providers and ongoing engagement activity is channelled to needs. Specific to workforce needs the already cited Career Academy approach is anticipated to aid joint working across the sector.

## *Conclusions*

- 6.4.19 Recognition needs to be made of the value of care work and the profile of the sector, and the individuals who work in it, needs to be raised. The Topic Group acknowledged the demands of working in the sector and the high level of skills needed to support service users.
- 6.4.20 Attracting and retaining talent into the sector is challenging while pay remains low. Pay and resources are intrinsically tied to funding settlements from central government and both providers and Council felt bound by these limitations.
- 6.4.21 The continued reliance of agency workers across the sector is considered to present risk. Initiatives and activity undertaken to support sustainable permanent staff is favoured.
- 6.4.22 Pockets of good practice exist and providers should endeavour to replicate excellence. Learning and development opportunities and progression options in particular were seen as important measures for retaining staff. It is

recognised however that providers operate in a competitive market and difference systems of service delivery are to be expected.

## 6.5 Social Care Reform and workforce

- 6.5.1 The Adult Social Care sector has been stretched for some time, with increased need up against frozen budgets and reduced opportunities for targeted grant funding. This is particularly evident when it comes to considerations of workforce needs and the pressures on services to attract, retain, train and develop staff with limited resources. As well as being widely reported on a national basis, this has been apparent in the examinations undertaken throughout the course of the Scrutiny Topic Group.
- 6.5.2 The sector has looked to central Government for direction on long-term sustainability, including financial commitments to assure safe and compliant practice which recognises the value of the workforce delivering services. In December 2021 Government published the long-awaited White Paper '[People at the Heart of Care: Adult Social Care Reform White Paper](#)'. This was followed by '[Health and Social Care Integration: joining up care for people, places and populations](#)'. Both make distinct reference to workforce; the former pledging investment of £500m in the social care workforce and the latter further building on this to advocate place level planning of workforce needs, support job role movement between health and social care and puts forward the notion of: "joined up, workforce planning at a system level to ensure the right people, with the right skills and training to deliver collaborative, person-centred care." Translation of the 10-year vision into tangible application is awaited.
- 6.5.3 The Topic Group took note of the Government's 'Fair Cost of Care' process, as an intended part of the feed-in to long-term plans. They were interested to learn the impact across Halton and whether there was opportunity for it to benefit staffing, specifically in relation to the potential for pay increases. They heard that the exercise only covered care homes and does not directly translate to a commitment to invest in the sector. Councils have been asked to conduct their annual fee setting exercise as usual, which will be based on the funding settlement announced in late December. The Topic Group urged for any uplifts to be invested in pay increases but recognise that the sector operates within a competitive market and there is consequently no direct influence over this which they can make.
- 6.5.4 The Topic Group expressed particular concern for low paid workers and the impact of the current cost of living crisis.

## *Conclusions*

- 6.5.6 It is recognised that pay and conditions for the Adult Social Care workforce need to be attended to. However, it is also understood that resources are tight and the commerciality of the provider market limits Member influence on the situation.

## 7.0 OVERALL CONCLUSION AND RECOMMENDATIONS TO HEALTH PPB

The Topic Group valued the opportunity to further scrutinise this topic area and gain a solid understanding of the challenges facing the Adult Social Care sector in relation to workforce needs. Detailed examination of the subject alerted the Topic Group to good practice and key areas for development.

Recommendations to the Health PPB:	Required Actions:
<b>The Topic Group endorsed the Council's intention to develop a sector-wide Workforce Strategy for Adult Social Care.</b>	The Council will work with providers and partners to develop a borough-wide workforce strategy which incorporates a range of approaches to support recruitment, retention, progression and development across the sector.
<b>The Scrutiny Topic Group support the current activity being undertaken by the Council to engage with providers and develop wider partnerships which support workforce development, and invite acceleration of this work.</b>	The Council will progress exploration of the development of a Career Academy, a model endorsed regionally for meeting workforce needs. The approach advocates partnership working between employers, education providers, the DWP and others.
<b>Support was given to the continued exploration of career pathways which help promote work in the sector and assist in the retention and progression of staff</b>	Allied to the above, the Council will look at developing sector support materials to exemplify career pathways and progression opportunities.
<b>Staff wellbeing remains a priority for supporting both the Council's Adult Social Care workforce and those working in the provider sector</b>	<p>The Council will further seek to source and promote wellbeing opportunities across the sector.</p> <p>Quality Assurance will make regular enquiries with providers as to how they are supporting staff wellbeing.</p>
<b>Use of agency workers in the provider sector is more closely monitored.</b>	The Council is to re-assess its contract terms with Adult Social Care providers in respect of employment requirements, to specify the terms of using agency workers and assure that safe recruitment processes are applied to the use of agency workers. This might include, for example, a plan being required to show how permanent vacancies are to be filled, where agency workers are currently covering posts.
<b>Services are given the opportunity to share best practice and encouraged to</b>	The Council will continue to demonstrate creativity and innovation in its support of staff development.



<p><b>adopt new ways of working which are seen to have had clear benefits for staff</b></p>	<p>The Council will continue to support a range of networks and forums for providers to share best practice.</p> <p>The Council will consider options to ensuring that providers commit to initiatives which are shown to support workforce needs, for example, pay progression linked to the achievement of qualifications. This might involve development of contractual obligations, service level agreements, an employer charter, or similar.</p>
<p><b>Elected Members agreed to lobby Central Government on sustainable funding for the sector, and the need for this to translate to staff pay.</b></p>	<p>The Health Policy and Performance Board will feedback to the Leader of the Council on the concerns raised as part of the Scrutiny Topic investigations around funding and pay for the sector, and will request that the Leader writes to Government on the matter.</p>
<p><b>Ward Councillors will establish a continuous dialogue approach with providers operating in their district to ensure that workforce needs continue to be met.</b></p>	<p>Elected Members are to reinstate visits to provider services, and specifically consider workforce needs as part of service quality indicators. The Council will support Elected Members to arrange visits.</p>
<p><b>The Topic Group acknowledged that reward and recognition needs to be an ongoing endeavour, and that staff motivation can impacted significantly by small gestures.</b></p>	<p>As part of the Council's support for promoting good practice details will also be shared on reward and recognition initiatives and opportunities.</p> <p>The Council will additionally look at what they can do to recognise and reward good practice, both internally and with providers.</p>

## Appendix One: Scrutiny Topic Brief

### TOPIC BRIEF

<b>Topic Title:</b>	Adult Social Care Workforce – Planning and Development
<b>Officer Lead:</b>	Damian Nolan – Divisional Manager – Commissioning and complex care
<b>Planned Start Date:</b>	May 2022
<b>Target PPB Meeting:</b>	September 2022

#### Topic Description and Scope:

The 2022/23 scrutiny review for the Health Policy and Performance Board will examine the Adult Social Care Workforce in Halton. It will look at both Council staffing structures and those in the provider sector to consider how the Council supports workforce planning and development. The topic group will be apprised of the innovative projects and initiatives being undertaken to promote a sustainable and skilled workforce. It will consider the impact of external forces on the labour market for Adult Social Care and examine local and regional activity, partnership working and contractual arrangements aimed at supporting services to recruit, develop and retain staff.

#### Why this topic was chosen:

Sustaining Adult Social Care services across Halton is a statutory duty and a fundamental priority for the Council. Central to this is ensuring that services are staffing with a skilled, knowledgeable, competent and motivated workforce.

Skills for Care report annually on [‘The State of the Adult Social Care Workforce’](#). Their most recent report highlights a national increased rates of staff turnover, high rates of vacancies and heightened absences. These trends are not new but have been compounded by a number of factors, including the pandemic. Nationally, public perception of the work, the pay, the contractual conditions and the career development and progression opportunities associated with Adult Social Care is low. In contrast to this, the sector continues to grow to meet the needs of an ageing workforce.

From a local perspective, Halton Borough Council supports a range of creative and forward-thinking work to consider Adult Social Care workforce needs. The Council has responsibilities to work strategically to ensure its own workforce is fit for purpose; that workforce planning involves safe and robust processes for the recruitment of good quality candidates; that pay and conditions are competitive; that personnel are valued and offered ongoing support so that their services are retained; and that they are trained to deliver a high standard of care and support, as well as being offered continued development opportunities and career progression.

In addition, the Council works with commissioned providers and has a duty, within the Care Act 2014, to support and sustain the Adult Social Care provider market. The Board aim to better understand the Council’s responsibilities and action in specific relation to supporting the provider sector with their own workforce needs.

**Key outputs and outcomes sought:**

- To identify the impact workforce has on good quality care.
- To understand the size and structure of the Adult Social Care Workforce across Halton, and consider the Council’s role in sustaining and developing sector resilience in relation to workforce needs.
- To recognise the drivers for transforming approach to recruitment and retention, and benchmark Halton’s position against these.
- To highlight the innovative work being undertaken to promote careers in the sector, provide new opportunities for existing staff and inspire new interest in being part of the Adult Social Care workforce.
- To examine the Council’s own Adult Social Care workforce and its plans to recruit, train, retain and progress employees.
- To acknowledge the Council’s duty in sustaining the provider market for Adult Social Care services and the impact of workforce needs on this.
- To appreciate the Council’s contractual position in relation to delivery of provider services and the quality assurance role in respect of maintaining a competent workforce.
- To examine the Council’s support to the provider sector in maintaining safe and effective staffing levels.
- To evaluate whether any further action can be taken to mitigate risks to market sustainability.

**Which of Halton’s 5 strategic priorities this topic addresses and the key objectives and improvement targets it will be help to achieve:**

**A Healthy Halton** – Our overall aim is to improve the health and wellbeing of Halton people so that they live longer, healthier and happy lives.

This topic group intends to gain knowledge and understanding of the Adult Social Care workforce across Halton. It will develop an effective oversight of the processes and practices for meeting and maintaining workforce needs across the sector to ensure good standards of provision to Halton residents who access services.

The topic group will gain input from different standpoint from across the sector to look at current workforce needs and measures being taken to alleviate them. Evaluation will be made of the Council’s support to the provider sector on workforce issues.

**Nature of expected/ desired PPB input:**

Member-led scrutiny review of Adult Social Care Workforce planning and development across Halton and the impact this has on our ability to deliver quality services to local residents.

**Preferred mode of operation:**

- Meetings with/presentations from relevant officers from within the Council and partner agencies to examine current services.
- Visit to community-based intervention sessions.
- Interviews with those who have accessed services.
- Desk top research in relation to outcome measures and best practice delivery methods.

Agreed and signed by:

PPB chair ..... Officer .....

Date ..... Date .....

## Appendix Two: Schedule of Activity

Health Policy and Performance Board – Scrutiny Topic Group 2022-23 – Schedule of Activity

Topic: Adult Social Care Workforce Planning and Development

Meeting	Input	Areas to be covered	Proposed representation
<p>Date: Thursday 12 May 2022                      Time: 6.30pm to 8pm                      Venue: Committee Room 1, Runcorn Town Hall</p>	<p>Review draft topic brief and proposed schedule of activities</p> <p>Overview of the size and structure of the Adult Social Care workforce in Halton</p>	<ul style="list-style-type: none"> <li>• Further discuss topic group remit and whether any other areas of enquiry are needed - any changes to be captured and progressed</li> <li>• Halton Borough Council's Adult Social Care workforce and the role of the provider sector</li> <li>• Brief overview of some of the activities aimed at supporting workforce needs, in anticipation of hearing more throughout the scrutiny.</li> <li>• Nation impactors driving workforce pressures across the sector.</li> <li>• Halton's Borough Council's own recruitment processes and learning offer.</li> </ul>	<p>Nicola Hallmark</p> <p>Nicola Hallmark</p>
<p>Date: Thursday 9 June 2022                      Time: 6.30pm to 8pm                      Venue: Committee Room 1, Runcorn Town Hall</p>	<p>Presentation: Skills for Care</p>	<ul style="list-style-type: none"> <li>• The Adult Social Care workforce – national picture</li> <li>• Support across Halton – Registered Manager's Network and Halton Employment Partnership</li> </ul>	<p>Alison Everett – Skills for Care</p> <p>Michelle Carmon – CIC</p>
<p>Date: Thursday 14</p>	<p>Presentation: Regional</p>	<ul style="list-style-type: none"> <li>• Workforce planning activity on a regional basis</li> </ul>	<p>Angela Johnson - NW</p>

<p>July 2022 Time: 6.30pm to 8pm Venue: Committee Room 1, Runcorn Town Hall</p>	<p>Workforce planning</p> <p>Presentation: Support for care homes</p>	<ul style="list-style-type: none"> <li>• Overview of the innovative work within the Enhance Nursing Care project work and Care Home Development Group, including plans to attract and retain staff; develop work experience placements, student residencies and 'Grow your own' opportunities.</li> </ul>	<p>ADASS</p> <p>Jane English – Divisional Manager, Care Homes</p>
<p>Date: Thursday 8 September 2022 Time: 6.30pm to 8pm Venue: Committee Room 1, Runcorn Town Hall</p>	<p>Presentation: Supporting our Domiciliary Care workforce</p>	<ul style="list-style-type: none"> <li>• Outline Halton's contractual position with Premier care and the evolution of this through the Transforming Domiciliary Care work. Discuss the opportunities the contractual arrangements offer in relation to building a stable workforce.</li> <li>• Look at current recruitment and retention activity being conducted to assure service provision.</li> </ul>	<p>Jackie Harber and Julie Benjamin (Cera Care – formerly Premier Care)</p>
<p>Date: Thursday 13 October 2022 Time: 6.30pm to 8pm Venue: Committee Room 1, Runcorn Town Hall</p>	<p>Presentation: Supporting workforce resilience</p> <p>Provider Sector – Workforce Development</p>	<ul style="list-style-type: none"> <li>• Looking at the support offered to the provider sector by the Council's Quality Assurance team, the approaches taken throughout the pandemic and maintaining relationships going forward.</li> <li>• Approaches taken to ensure workforce are equipped with skills, knowledge and competence to undertake their role.</li> </ul>	<p>Helen Moir – Divisional Manager, Independent Living</p> <p>Helen Wilkinson and Tracey Yates, HC-One, and Linda Hodgkinson, Hillcare.</p>
<p>Date: Tuesday 15 November 2022 Time: 6.30pm to 8pm</p>	<p>Presentation: Fair Cost of Care</p>	<ul style="list-style-type: none"> <li>• Outcomes of findings for Halton and the potential impact on workforce needs.</li> </ul>	<p>Damian Nolan</p>

Venue: Committee Room 1, Runcorn Town Hall			
Date: Tuesday 13 December 2022 Time: 6.30pm to 8pm Venue: Committee Room 1, Runcorn Town Hall	Review input and collate recommendations	<ul style="list-style-type: none"> <li>• Towards the development of the final report</li> </ul>	Led by Cllr Peter Lloyd Jones

## Appendix Three - Presentation:



ASC workforce -  
national - Skills for CaWorkforce Support -



CM ADASS



In-house care homes



Premier Care



Scrutiny Topic -



Workforce Resilience  
- Pandemic Support -

## Appendix Four - Meeting notes:



Scrutiny topic group  
8.9.22.docx



Meeting One -  
12.5.22.docx



Meeting notes -  
14.7.22.docx



Scrutiny topic group  
15.11.22.docx



Scrutiny topic group  
13.10.22.docx

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	15 June 2023
<b>REPORTING OFFICER:</b>	Executive Director, Adults
<b>PORTFOLIO:</b>	Adult Social Care Portfolio
<b>SUBJECT:</b>	Halton Sensory Service
<b>WARD(S)</b>	Borough-wide

## 1.0 PURPOSE OF THE REPORT

- 1.1 To seek a waiver in compliance with Procurement Standing Orders 1.14.4 (v) and 1.14.5 of Parts 2 and 3 of Procurement Standing Orders to extend the Halton Sensory Service from 1<sup>st</sup> July 2023 to 30<sup>th</sup> June 2024.

## 2.0 RECOMMENDATION: That the Board

- 1) note the contents of the report; and
- 2) approve a waiver in compliance with Procurement Standing Orders 1.14.4 (v) and 1.14.5 of Parts 2 and 3 of Procurement Standing Orders to extend the Halton Sensory Service from 1<sup>st</sup> July 2023 to 30<sup>th</sup> June 2024.

## 3.0 SUPPORTING INFORMATION

- 3.1 A procurement process was undertaken in 2018 for an integrated sensory service for Halton, to support individuals with a sight and/or hearing impairment.

Prior to 2018 the Council commissioned separate services for sensory impairment and hearing impairment, but it was considered an integrated approach to include the Council's vision service would prevent any potential duplication of provision, provide better outcomes for individuals and realise efficiencies by streamlining services and reducing overheads.

- 3.2 A 3 year contract with the option to extend for a further 1 plus 1 year period was awarded to Vision Support who deliver the Halton Sensory Service in partnership with Deafness Resource Centre.
- 3.3 In July 2022 the final available extension was awarded to Vision Support and the contract is due to end in June 2023.



- 3.4 Over the pandemic, the Sensory Service continued to be provided but in a different way. It is considered that a review is required to inform the service delivery model and future commissioning. A one year extension is requested to allow this work to be undertaken to ensure the service continues to meet the needs of people with a sensory impairment in Halton.

4.0 **POLICY IMPLICATIONS**

- 4.1 None identified.

5.0 **FINANCIAL IMPLICATIONS**

- 5.1 The current contract value is £101,853 and Vision Support has not received any inflationary increases since the contract was awarded in July 2018.

Vision Support has advised that due to the length of time they have been delivering the service together with inflation which has caused a rise in wages and general running costs, they are currently operating at a loss. Vision Support has requested an increase in contract value of 10% for service delivery and 20% to cover the increase in rent for the local delivery hub, which will take the contract value for 2023/24 to £121,589. As an inflationary increase of 10% has been agreed for social care services for 2023/24, the increase in contract value for the Halton Sensory Service contract value the increase is considered to be reasonable and still represents value for money.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children & Young People in Halton**

None identified.

6.2 **Employment, Learning & Skills in Halton**

The service will provide individuals with the required support to maximise opportunities to access training and employment.

6.3 **A Healthy Halton**

The service supports people to minimise the risks of harm, and access relevant services to improve their physical and mental health and wellbeing.

6.4 **A Safer Halton**

This service safeguards vulnerable people by providing support to maximise independence.

6.5 **Halton's Urban Renewal**

None identified.

7.0 **RISK ANALYSIS**

7.1 The contract will comply with the Council's Standing Orders in relation to procurement and will be monitored in line with the Council's Quality Assurance framework to ensure contractual requirements are met with regard to quality, performance and outcomes.

8.0 **CLIMATE CHANGE IMPLICATIONS**

8.1 None identified.

9.0 **EQUALITY AND DIVERSITY ISSUES**

9.1 The support provider will be required to demonstrate they embrace and comply with the Equality Act.

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	15 <sup>th</sup> June 2023
<b>REPORTING OFFICER:</b>	Executive Director, Environment & Regeneration
<b>PORTFOLIO:</b>	Environment & Urban Renewal
<b>SUBJECT:</b>	Preliminary Estimates for Passenger Transport Contract Tenders
<b>WARDS:</b>	Borough-Wide

### **1.0 PURPOSE OF THE REPORT**

- 1.1 To comply with Procurement Standing Order 1.3.5, the Executive Board must be informed that the aggregate value of the proposed Dynamic Purchasing System (DPS) for transport contracts for passenger transport services is projected to be in excess of £1 million.
- 1.2 A procurement process will be followed, in accordance with Public Contract Regulations 2015, with the purpose of securing the supply and management of passenger transport contracts for Children's Services and Adults Services Directorates.

### **2.0 RECOMMENDATION: That**

- 1) the procurement of passenger transport contracts through a revised DPS is approved; and**
- 2) the Operational Director – Planning, Policy and Transportation, in consultation with the Portfolio Holder Environment and Urban Renewal, be delegated to deal with any matters relating to the procurement and operation of this contract.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 The Council's Transport Co-ordination section is responsible for a complex range of passenger transport contracts and arrangements for vulnerable children and adults on behalf of Children's Services and Adult Services Directorates with full support from the Procurement Division. The Council have a statutory duty to provide these services.
- 3.2 These arrangements, if not provided by the Council's in-house fleet of passenger transport vehicles, must be contracted out for a period of up to four years (with an optional extension period) to external transport providers. Such providers typically include licensed taxi operators and

drivers as well as minibus companies. Where possible, however, priority is given to allocating passengers onto the Council's in-house passenger fleet provision. This is particularly for transport services that include multiple wheelchair users for cost effectiveness purposes and due to there being a severe shortage of wheelchair accessible minibuses in the immediate area.

- 3.3 Designated departments within Children's Services and Adult Services Directorates are responsible for providing the transport requirements for any vulnerable passenger that has an identified need and is entitled to assisted transport to educational establishments, adult day care facilities and community based settings respectively. Transport Co-ordination is then responsible for procuring the most cost effective and practical means of transport, considering health and safety of vulnerable passengers, depending on any mobility difficulties and additional needs of each passenger.
- 3.4 The Passenger Transport DPS process is a mechanism that enables the Council to identify transport providers who are capable of delivering the specialist nature of transport contracts on its behalf and to the standard identified in the current conditions of contract. There is a current DPS in place which will expire in August 2023, as a consequence a replacement DPS is required to be secured for September 2023. The DPS process provides a platform to advertise long-term and short-term contracts over a reduced advertising period as all of the qualifying requirements have been met by the providers.
- 3.5 To successfully register on the DPS, transport providers are required to demonstrate their capabilities of delivering contracts to the required quality and standard of service by completing a Mandatory Service Questionnaire (MSQ), this contains a series of relevant questions relating to the contract requirements.
- 3.6 All vulnerable children's and adult transport contracts will be tendered as individual contracts with each specifying the minimum size/capacity of vehicle to be provided, the specialist needs/requirements of the passengers to be transported and whether a passenger assistant is to be provided (by the transport provider).
- 3.7 It should be noted that there are currently 142 passenger transport contracts in operation. This includes 112 Special Education contracts, 6 Statutory School Age contracts, 8 Looked After Children contracts and 16 Adult Social Care contracts. The accumulative annual spend for the above external contracts equates to £2.9 million.
- 3.8 There are currently 14 transport providers, consisting of taxi and minibus contractors, on the existing DPS. The DPS process has the potential to attract additional transport suppliers which will enable extra capacity to cope with the volume of contract work required to be provided.

#### **4.0 POLICY IMPLICATIONS**

4.1 None

#### **5.0 FINANCIAL IMPLICATIONS**

5.1 The dynamic purchasing system and subsequent tenders for contracts has the aim of reducing costs by testing the market with pre approved suppliers and with careful planning and optimising of routes to ensure best possible efficiencies are achieved for the transport services provided.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 Children and Young People in Halton

All of the passenger transport contracts are constantly monitored to ensure that the required level and quality of service is offered to passengers on behalf of designated departments within People Directorate.

6.2 Employment, Learning and Skills in Halton

A number of the passenger transport contracts to be tendered are to provide accessible transport services for vulnerable young people and adults to facilities providing key work based opportunities, training, lifelong learning and skills.

6.3 Healthy Halton

All of the passenger transport contracts to be tendered provide essential access to a wide range of activities and key facilities across the Borough and to out-of-borough establishments as required. Therefore, passenger transport directly helps to assist and ensure that vulnerable children and adults live in a healthy and active lifestyle.

6.4 A Safer Halton

Where passengers are not capable of and/or confident enough to travel by public transport, transport services provided enable all passengers to access facilities in a safe manner, ensuring they are socially included. Travel Training is provided, where identified and appropriate, to individuals to provide them with the skills, confidence and independence to travel by public transport in a non-intimidating environment.

6.5 Halton's Urban Renewal

There are no direct implications arising from this report.

## **7.0 RISK ANALYSIS**

- 7.1 Funding reductions will pose a risk to the passenger transport services the Council are required to provide. Relevant assessment departments in People Directorate may exert more stringent controls and criteria within their transport/travel policies and practice in order to manage reduced budgetary constraints.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

- 8.1 Passenger transport service contracts are constantly monitored to ensure the operation of these services embrace equality and diversity issues in line with the Equality Act.

## **9.0 CLIMATE CHANGE IMPLICATIONS**

- 9.1 It is anticipated that over the short to medium term there will be a reduction in the number of routes to out of borough schools and educational establishments. This is to be achieved through the introduction of more localised provision thus resulting in a reduction in the number of children and young people needing out of borough provision, which in turn will help to reduce fuel costs and emissions.

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

- 10.1 None for the purposes of the Act.

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	15 <sup>th</sup> June 2023
<b>REPORTING OFFICER:</b>	Executive Director, Environment and Regeneration
<b>PORTFOLIO:</b>	Environment & Urban Renewal
<b>SUBJECT:</b>	Bus shelter Supply, Installation and Maintenance
<b>WARD(S)</b>	Borough Wide

### 1.0 **PURPOSE OF THE REPORT**

- 1.1 To seek a waiver for the granting of a direct award for the provision of bus shelter supply, installation and maintenance for an initial period of four years with the option to extend for a further two years.

### 2.0 **RECOMMENDATION: That the Executive Board:**

1. **note the content of the report;**
2. **in compliance with Procurement Standing Order 1.14.4(v) approve a waiver of Part 2 and or Part 3 of Standing Orders, for the direct award to Commutaports Ltd for the supply, installation and maintenance of bus shelters across the Borough; and**
3. **confirm that they support the overall process.**

### 3.0 **SUPPORTING INFORMATION**

- 3.1 The Council is responsible for the 570 bus stops currently in operation within the Borough. 301 of these have a bus shelter installed.
- 3.2 Commutaports Ltd are the incumbent contractor, have provided the public transport infrastructure under contract to the Council for approximately 20 years. During this period, they have on a number of occasions, won the competitive tender process, proving to provide competitive pricing on each occasion.
- 3.3 During the time of the contract, Commutaports Ltd have proven to be a thoroughly professional, reliable and punctual organisation. They have continually showed a willingness to work and make the

necessary adjustments to schedules to accommodate requests made by the Council. At no point has the Council had cause to take action against the Company under the contract conditions.

- 3.4 It should also be noted that the Company is International Organisation for Standardisation (ISO) 9001 and 14001 accredited. The ISO 9001 standard is used by organisations to demonstrate their ability to consistently provide products and services. ISO 14001 is an internationally agreed standard that sets out the requirements for an environmental management system.
- 3.5 The product offered by Commutaports Ltd has proven to be a high quality, robust, cost effective, value for money solution, this can also be said in terms of maintenance.
- 3.6 All 301 bus shelters within Halton have been supplied and installed by Commutaports Ltd. Agreeing this proposed waiver will ensure continuity and standardisation of the public transport infrastructure

#### 4.0 **POLICY IMPLICATIONS**

- 4.1 In compliance with Procurement Standing 1.14.4(v)

#### 5.0 **FINANCIAL IMPLICATIONS**

- 5.1 The annual budget of £150,000 for the provision of public transport infrastructure is provided through the City Region Sustainable Transport Settlement capital funding. The aggregated cost for the life of the waiver would be £900,000.

#### 6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### 6.1 **Children & Young People in Halton**

Provision of public transport services allows children and young people to access key areas within the Borough and cross-boundary to neighbouring districts. In addition, public transport infrastructure significantly enhances and encourages use.

##### 6.2 **Employment, Learning & Skills in Halton**

Provision of public transport services allows residents to access key areas within the Borough and cross-boundary to neighbouring districts. In addition, public transport infrastructure significantly enhances and encourages use.



### 6.3 **A Healthy Halton**

Using public transport can provide health benefits for users through walking to and from bus stops. Public transport infrastructure significantly enhances and encourages use.

### 6.4 **A Safer Halton**

The public transport network enables all passengers to access facilities in a safe way, ensuring that they are socially included. Public transport infrastructure significantly enhances and encourages use.

### 6.5 **Halton's Urban Renewal**

Provision of public transport services is widely acknowledged as playing a key role in sustainable regeneration and urban renewal. It also allows residents to access key areas within the Borough and cross-boundary to neighbouring districts. In addition, public transport infrastructure significantly enhances and encourages use.

## 7.0 **RISK ANALYSIS**

7.1 Failing to provide these facilities may result in the Council being challenged under the Equality Act 2010.

## 8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 Public transport infrastructure plays a significant part in enabling people with disabilities to access public transport.

## 9.0 **CLIMATE CHANGE IMPLICATIONS**

9.1 Public transport provides an alternative sustainable option to the private car and is conducive to lowering emissions. Buses are widely seen as one of the major alternatives with the potential to reduce significant levels of journeys made by private vehicles. Public transport infrastructure can make public transport a more attractive option with improved waiting areas and providing shelter from inclement weather conditions.

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

Inclusive Mobility  
A Guide to Best Practice on Access to  
Pedestrian and Transport Infrastructure



**REPORT TO:** Executive Board

**DATE:** 15 June 2023

**REPORTING OFFICER:** Executive Director Environment & Regeneration

**PORTFOLIO:** Environment and Urban Renewal

**SUBJECT:** Preliminary Estimates for the Provision of Commercial Vehicle and Plant Components

**WARD(S)** Borough – Wide

**1.0 PURPOSE OF THE REPORT**

- 1.1 To comply with Procurement Standing Order 1.3.5, the Executive Board must be informed that the aggregate value of the proposed contract for the provision of commercial vehicle and plant components, is projected to be in excess of £1 million.
- 1.2 A procurement process will be followed with the purpose of securing the supply and management of commercial vehicle and plant components for use in the maintenance and repair of the Council's operational vehicle fleet, plant, machinery and equipment.

**2.0 RECOMMENDATION: That**

- 1) the procurement of a new contract for commercial vehicle and plant components is approved; and**
- 2) the Operational Director - Planning, Policy and Transportation, in consultation with the Portfolio Holder Environment and Urban Renewal, be delegated to deal with any matters relating to the procurement and operation of this contract.**

**3.0 SUPPORTING INFORMATION**

- 3.1 The Council is responsible for the servicing, repairing and safe operation of a large and diverse range of vehicles, plant, machinery and equipment supports Refuse Collection, Street Scene, Open Spaces, Environmental Services, Social Care and Education.
- 3.2 The existing contract for the supply of commercial vehicle spares and components will come to an end on the 08<sup>th</sup> August 2023. It is proposed that any new contract arrangements provide for a greater

level of flexibility, and not commit the Council to a monopoly arrangement. Allowing the Council at any time, be able to choose to place orders with other suppliers.

3.3 The anticipated contract start date is 8<sup>th</sup> August 2023. It is proposed that the new arrangements are for a 5 year period with the potential for up to 5 one year extensions (10 years in total), subject to satisfactory performance and pricing agreement.

3.4 The new contract will be awarded to the most economically advantageous tender based on an assessment of weighted scores.

3.5 Based on previous expenditure, it is anticipated that the annual value of the contract, is likely to be in the region of £300,000, therefore making the aggregate value of a 10 year contract (including potential extensions) in the order of £3 million. This figure exceeds the EU Threshold and hence the contract will be tendered in compliance with the EU Public Contract Regulations 2015.

3.6 The cost of the works will be met from existing budgets.

#### 4.0 **POLICY IMPLICATIONS**

4.1 The procurement process will comply with the Council's Procurement Standing Orders Part 2 with the tender process being carried out using 'The Chest' electronic Procurement system.

#### 5.0 **FINANCIAL IMPLICATIONS**

5.1 The above contract will contribute to the continued efficient, safe and reliable vehicle fleet operational requirements by minimising vehicle downtime and aid compliance with the Council's Operators Licence obligations.

#### 6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### 6.1 **Children & Young People in Halton**

The operation and maintenance of the Council's fleet indirectly contributes to this priority by allowing the delivery of relevant services.

##### 6.2 **Employment, Learning & Skills in Halton**

The operation and maintenance of the Council's fleet indirectly contributes to this priority by allowing the delivery of relevant services.

##### 6.3 **A Healthy Halton**

The operation and maintenance of the Council's fleet indirectly

contributes to this priority by allowing the delivery of relevant services.

6.4 **A Safer Halton**

The operation and maintenance of the Council's fleet indirectly contributes to this priority by allowing the delivery of relevant services.

6.5 **Halton's Urban Renewal**

The operation and maintenance of the Council's fleet indirectly contributes to this priority by allowing the delivery of relevant services.

7.0 **RISK ANALYSIS**

7.1 Investment in spare parts can be substantial, it is considered good practice to keep stock levels minimised whilst balancing this against the unavailability of components that can cause unnecessary vehicle downtime.

7.2 The above tender will provide "an impress parts stock" (stock held by HBC, but HBC only pay for what is used), which alleviates the financial risks associated with large component stockholdings and at the same time contributes towards vehicle fleet availability and reliability.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 None

9.0 **CLIMATE CHANGE IMPLICATIONS**

9.1 Regular maintenance/servicing and keeping the Council's vehicle fleet in a good state of repair with approved components provides benefits in terms of reduced use of resources. The component supply strategy provides the ability to recondition/recycle end of useful life components and reduces the requirement for constant use of delivery vehicles to our vehicle workshop. Reconditioned parts are beneficial financially and also provide savings in the production process. Components such as Diesel Particulate Filters and Catalytic Converters that can be reconditioned provide additional savings in the use of precious metals used during production.

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

None under the meaning of the Act.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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