

# Public Document Pack



## Corporate Policy and Performance Board

Tuesday, 21 January 2025 6.30 p.m.  
Town Hall, Runcorn

S. Young

**Chief Executive**

### **BOARD MEMBERSHIP**

Councillor Robert Gilligan (Chair)	Labour
Councillor Ged Philbin (Vice-Chair)	Labour
Councillor Sian Davidson	Conservative
Councillor Valerie Hill	Labour
Councillor Noel Hutchinson	Labour
Councillor Rosie Leck	Labour
Councillor Geoffrey Logan	Labour
Councillor Alan Lowe	Labour
Councillor Katy McDonough	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Sharon Thornton	Labour

*Please contact Kim Butler on 0151 511 7496 or [kim.butler@halton.gov.uk](mailto:kim.butler@halton.gov.uk) for further information.*

*The next meeting of the Board is to be confirmed.*

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

**Part I**

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

**CORPORATE POLICY AND PERFORMANCE BOARD**

*At a meeting of the Corporate Policy and Performance Board on Tuesday, 5 November 2024 in the Civic Suite, Town Hall, Runcorn*

Present: Councillors Gilligan (Chair), Philbin (Vice-Chair), V. Hill, Leck, Logan, A. Lowe, N. Plumpton Walsh and Thornton

Apologies for Absence: Councillor McDonough

Absence declared on Council business: None

Officers present: K. Butler, E. Dawson, P. Garnett, C. Hill and M. Reaney

Also in attendance: None

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

	<i>Action</i>
CS16 MINUTES	
<p>The Minutes from the meeting held on 3 September 2024 were taken as read and signed as a correct record.</p>	
CS17 PUBLIC QUESTION TIME	
<p>The Board was advised that no public questions had been received.</p>	
CS18 EXECUTIVE BOARD MINUTES	
<p>The Board was presented with the minutes relating to the Corporate Services Portfolio which had been considered by the Executive Board since the last meeting of this Board.</p> <p>RESOLVED: That the minutes be noted.</p>	
CS19 CORPORATE ACCIDENT / INCIDENT REPORT 1.4.24 TO 31.8.24	
<p>The Board was provided with a report from the Corporate Director – Chief Executive’s Delivery Unit, on the performance of health and safety management within the Authority from 1 April 2024 to 31 August 2024.</p>	

The report highlighted health and safety incidents that had taken place over the past 4 months and as a result of those incidents proposed actions for the future. The report included information around the number of actual near misses, accidents that had resulted in over seven day absences, together with significant accidents.

In addition, the report contained information on the performance of health and safety management in relation to key performance indicators for the current financial year.

Following discussions it was noted that:

- concerns were raised that if the Protect Duty/Martyn's Law was implemented, the Council would have an obligation to protect its buildings against terrorism and this would be challenging due to a low number of caretakers. It was agreed that once more information became available, this matter would be re-visited;
- a member of the Board said that they did not recall any practice evacuations taking place whilst they were in any of the Council buildings. It was suggested that although many practice evacuations had taken place for staff, it appeared that Members had not been involved. It was agreed that this would be taken into account for future practice evacuations;
- Councillor Philbin reported that he had received some reports of incidents where Council staff had received abuse in Victoria Park when dealing with people walking their dogs off lead, however, this did not seem to be reflected in the figures. It was agreed that this would be investigated and the Board would be updated in due course; and
- the school crossing patrol staff member who had been injured by a mobility scooter, had fully recovered from their injuries.

RESOLVED: That the Board note the contents of the report including the recommendations and actions for 2024/25.

CS20 PROGRESS UPDATES REGARDING THE HOUSEHOLD SUPPORT FUND 1 APRIL 2024 - 30 SEPTEMBER 2024, AND THE LATEST HOUSEHOLD SUPPORT FUND FOR THE PERIOD 1 OCTOBER 2024 - 31 MARCH 2025

The Board received a report from the Director of

Corporate  
Director - Chief  
Executive's  
Delivery Unit

Finance, which updated Members on the final position regarding delivery of the Government's Household Support Fund for the past six months.

Appendix A of the report outlined the Household Support Fund spend for the period 1 April 2024 to 30 September 2024. This included expenditure from partner organisations including Halton Citizens Advice Bureau, Runcorn Foodbank, Widnes Foodbank, Affordable Warmth, Holiday Activity Food Programme and Halton Voluntary Action.

A spending plan for 1 October 2024 to 31 March 2025 had been prepared and was attached at Appendix B. It was noted that £75,000 had been allocated to the Discretionary Support Scheme within the Benefits Division to process means tested applications.

It was proposed that pensioners who were in receipt of a council tax reduction, would be provided with a one-off award of £130. It was estimated that 4,200 pensioner households would benefit from this award, at a total cost of £546,000.

RESOLVED: That the Board note:

- 1) the final position regarding the Household Support Fund for the period 1 April 2024 – 30 September 2024; and
- 2) the spending plan for the Household Support Fund for the period 1 October 2024 – 31 March 2025.

CS21 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 2 OF 2024/25

The Board received the Performance Management Report for Quarter 2 of 2024/25. The reports related to the following functional areas which reported to the Board and detailed progress against service objectives and milestones and performance targets, and provided information relating to key developments and emerging issues that had arisen during the period:

- Finance;
- Operational Human Resources Division;
- ICT and Administrative Support;
- Legal and Democracy;
- Catering, Stadium and Registration Services; and
- Property Services.

Members were requested to consider the progress and performance information and highlight any areas of interest and/or concern, where further information could be reported at a future meeting of the Board.

The Board noted the report and following discussions requested some additional information:

- Councillor Logan referred to corporate priority ICT 01 – the delivery of the initial Microsoft M365 E5 platform, and requested if it was possible to use this new platform to provide some data to demonstrate the rise and fall of carbon emissions in the Borough. It was suggested that such data could be incorporated in future Council reports, under climate change implications;
- it was noted that despite best efforts to reduce sickness absences, figures had continued to rise. Councillor Philbin suggested that a staff survey be carried out to try and identify some of the reasons for this, as it had been some time since the last one had been done;
- an update report on agency staff to be presented to a future Board meeting; and
- the number of schools the Council provide a cleaning service to and the costs for this provision.

RESOLVED: That the quarter 2 performance management report for 2024-25 be noted.

Corporate  
Director - Chief  
Executive's  
Delivery Unit

Executive Director  
Environment &  
Regeneration

*Meeting ended at 7.23 p.m.*

**REPORT TO:** Corporate Policy & Performance Board  
**DATE:** 21 January 2025  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Public Question Time  
**WARD(S)** Boroughwide

**1.0 PURPOSE OF THE REPORT**

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

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

**2.0 RECOMMENDATION: That any questions received be dealt with.**

**3.0 SUPPORTING INFORMATION**

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

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

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

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

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

4.0 **POLICY IMPLICATIONS**

4.1 None identified.

5.0 **FINANCIAL IMPLICATIONS**

5.1 None identified.

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

6.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**

None identified.

6.2 **Building a Strong, Sustainable Local Economy**

None identified.



6.3 **Supporting Children, Young People and Families**

None identified.

6.4 **Tackling Inequality and Helping Those Who Are Most In Need**

None identified.

6.5 **Working Towards a Greener Future**

None identified.

6.6 **Valuing and Appreciating Halton and Our Community**

None identified.

7.0 **RISK ANALYSIS**

7.1 None.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 None identified.

9.0 **CLIMATE CHANGE IMPLICATIONS**

9.1 None identified.

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

None under the meaning of the Act.

**REPORT TO:** Corporate Policy & Performance Board  
**DATE:** 21 January 2025  
**REPORTING OFFICER:** Chief Executive  
**SUBJECT:** Executive Board Minutes  
**WARD(S)** Boroughwide

**1.0 PURPOSE OF THE REPORT**

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

**2.0 RECOMMENDATION: That the Minutes be noted.**

**3.0 POLICY IMPLICATIONS**

- 3.1 None.

**4.0 FINANCIAL IMPLICATIONS**

- 4.1 None.

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

**5.1 Improving Health, Promoting Wellbeing and Supporting Greater Independence**

None.

**5.2 Building a Strong, Sustainable Local Economy**

None.

**5.3 Supporting Children, Young People and Families**

None.

**5.4 Tackling Inequality and Helping Those Who Are Most In Need**

None.

5.5 **Working Towards a Greener Future**

None.

5.6 **Valuing and Appreciating Halton and Our Community**

None.

6.0 **RISK ANALYSIS**

6.1 None.

7.0 **EQUALITY AND DIVERSITY ISSUES**

7.1 None.

8.0 **CLIMATE CHANGE IMPLICATIONS**

8.1 None.

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

None under the meaning of the Act.

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

**EXECUTIVE BOARD MEETING HELD ON 24 OCTOBER 2024**

<b>EXB37</b>	<b>DISCRETIONARY NON-DOMESTIC RATE RELIEF</b>
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The Board received a report from the Director – Finance, which presented two applications for discretionary non-domestic rate relief, under Section 47 of the Local Government Finance Act 1988, for consideration.

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

This relief had previously only been available to organisations that were a registered charity, a community amateur sports club or a not for profit organisation. The report outlined details of the two applications, in relation to their respective addresses. Appended to the report was the potential annual cost to the Council of granting the discretionary rate relief.

RESOLVED: That

- 1) the application for 15% discretionary top up relief from Community Integrated Care, be rejected for the reasons outlined within the report; and
- 2) the application for discretionary rate relief from Runcorn Amateur Boxing Club, be approved at 90%.

**EXECUTIVE BOARD MEETING HELD ON 14 NOVEMBER 2024**

<b>EXB50</b>	<b>TAXI LICENSING MATTER</b>
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The Board considered a report of the Director of Legal and Democratic Services which provided details on amendments to the current taxi licensing policy/conditions.

The amendments set out in Appendix 1 had been submitted by the Taxi trade following a consultation exercise. The Regulatory Committee had previously considered the proposed changes and had recommended the position set out in Section 2 of the report.

RESOLVED: That

- 1) the Vehicle Age Policy is to be amended to remove the minimum age requirement from 5 years to 7 for a standard vehicle and maximum from 10 to 12 years and keep the minimum age of 13 years for a wheelchair accessible vehicle, whilst increasing the maximum to 18 years. (maintaining the same testing conditions as two per year);
- 2) the proposal for card readers to become mandatory be rejected (so no change in conditions);
- 3) the proposal to change the colour of purpose-built wheelchair vehicles be rejected (so no change in conditions);
- 4) the proposal to amend the condition for a spare wheel/space saver to be adopted (to remove the current policy requirement for a space saver/spare wheel in the vehicle, with the implication that the manufacturers specifications apply);
- 5) the proposal to remove the fire extinguisher be rejected (so no change in conditions); and
- 6) the age of Electric Vehicles to remain the same as the current age policy.

<b>EXB51</b>	<b>TREASURY MANAGEMENT 2024-25 HALF YEAR UPDATE</b>
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The Board considered a report from the Director of Finance, which presented the Treasury Management Half Year Report as at 30 September 2024.

These reports updated Members on the activities undertaken on the money market during the first half of the financial year to 30 September 2024, as required by the Treasury Management Policy.

The report provided supporting information on the economic outlook, interest rate forecast, short term borrowing rates, longer term borrowing rates, borrowing and investments, budget monitoring, new long term borrowing, policy guidelines and treasury management indicators. It was noted that no debt rescheduling had been undertaken during the quarter.

RESOLVED: That the report be noted.

<b>EXB52</b>	<b>SPENDING AS AT 30 SEPTEMBER 2024</b>
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The Board received a report from the Director of Finance, advising of the Council's overall revenue and capital net spending position as at 30 September 2024, together with a 2024/25 forecast outturn position.

Appendix 1 presented a summary of spending against the operational revenue budget up to 30 September 2024 and Appendix 2 provided detailed figures for each individual Department. It was reported that in overall terms the net Council spend as at 30 September 2024 would be over the approved budget by £8.864m. The outturn forecast for the year estimates that net spending would be over budget by £20.642m if no corrective action was taken. Appendix 3 presented the Capital Programme as at 30 September 2024, highlighting the schemes which had been revised. Appendix 4 detailed the Council approved savings covering 2024/25 and 2025/26, together with information on progress to date.

It was clear that Council reserves would not be sufficient to meet this pressure, and urgent corrective action should be taken as soon as possible across all Council services to identify spend reductions. It was recommended that the Council submit an application for the Government Exceptional Financial Support, to assist with funding the forecast overspend and future budget setting.

RESOLVED: That

- 1) all spending continue to be limited to only absolutely essential items;
- 2) Executive Directors identify reductions to their directorate forecast outturn net spend position and urgently implement them;
- 3) Council be asked to agree to submit an application for Exceptional Finance Support to cover the deficit position for the year, as recommended within the Medium Term Financial Strategy report elsewhere on the agenda; and
- 4) future reports be submitted for information to all Council Boards.

<b>EXB53</b>	<b>MEDIUM TERM FINANCIAL STRATEGY 2025/26 – 2028/29</b>
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The Board considered a report from the Director of Finance, which presented the Medium Term Financial Strategy (MTFS) for the period 2025/26 to 2028/29.

The MTFS sets out a three-year projection of the Council's resources and spending and was based on information that was currently available. The MTFS financial year sat outside the period of time covered by the most recent Public Sector Spending Review, published in October 2021. The Chancellor had commissioned a new Spending Review which was intended to set Government departmental limits over a three-year period. The Review was set to conclude in Spring 2025, which would not be in time to inform 2025/26 budgets. Details of the 2025/26 Local Government Finance Settlement are expected to be released in December 2024 on a provisional basis with a final settlement expected in January 2025.

The Board was advised that the uncertainty regarding 2025/26 financial resources meant the financial information included within the MTFS was based on a large number of assumptions and best estimates. The financial forecast would be

updated as and when further information was known. Appendix 1 therefore detailed the MTFs from 2025/26 – 2028/29 using a prudent estimate of the financial conditions over the course of the next four years. Appendix 2 presented the Reserves and Balances Strategy and Appendix 3 outlined Approved Budget Savings for 2025/26.

Reason for Decision

To seek approval for the Council’s MTFs for 2025/26 to 2028/29.

Alternative options considered and rejected

The alternative option of not maintaining a MTFs has been considered. However, this would not follow good financial management practice, as the MTFs is a key element in informing the Council’s financial planning and budget setting processes.

Implementation date

The MTFs 2025/26 to 2028/29 will be implemented from 1 April 2025.

RESOLVED: That

- 1) the Medium Term Financial Strategy be approved;
- 2) the 2025/26 base budget be prepared on the basis of the underlying assumptions set out in the Strategy;
- 3) the Reserves and Balances Strategy be approved;
- 4) the award of Council Tax Support for 2025/26 remains at the 2024/25 level of 21.55%; and
- 5) Council approve the submission of an application to Government for Exceptional Finance Support.

<b>EXB54</b>	<b>DETERMINATION OF COUNCIL TAX BASE 2025-26</b>
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The Board considered a report of the Director of Finance, on the requirement for the Council to determine the Council Tax Base for its area and the Council Tax Base for each of the Parishes.

The Council Tax Base was the measure used for calculating Council Tax and was used by both the billing authority (the Council) and the major precepting authorities (Cheshire Fire Authority, Cheshire Police and Crime Commissioner and the Liverpool City Region Combined Authority), in the calculation of their Council Tax requirements. It was arrived at in accordance with a prescribed formula which represented the estimated full year number of chargeable dwellings in the Borough expressed in terms of the equivalent Band ‘D’ dwellings.

Taking account of all the relevant information and applying a 97% collection rate, the calculation for 2025/26 gave a base figure of 36,936 for the Borough as a whole. The Council Tax Base figure for each of the Parishes was noted.

Reason for Decision

To seek approval for the Council Tax Base for the Borough and also the Council Tax Base for each of the Parishes.

Alternative options considered and rejected

The Council is required to determine annually the Council Tax Base and to notify the Cheshire Fire Authority, the Cheshire Police & Crime Commissioner, Liverpool City Region Combined Authority, the Environment Agency and Parish Councils.

Implementation date

The Council Tax Base 2025/26 will be implemented from 1 April 2025.

RESOLVED: That Council be recommended to approve:

- 1) setting the 2025/26 Council Tax Base at 36,936 for the Borough and that the Cheshire Fire Authority, the Cheshire Police and Crime Commissioner, Liverpool City Region Combined Authority and the Environment Agency be so notified; and
- 2) setting the Council Tax Base for each of the Parishes as follows:

<b>Parish</b>	<b>Tax Base</b>
Hale	674
Halebank	546
Daresbury	301
Moore	344
Preston Brook	373
Sandymoor	1,645

**EXECUTIVE BOARD MEETING HELD ON 12 DECEMBER 2024**

<b>EXB61</b>	<b>DISCRETIONARY NON-DOMESTIC RATE RELIEF</b>
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The Board received a report from the Director of Finance, which presented one application for discretionary non-domestic rate relief, under Section 47 of the Local Government Finance Act 1988, for consideration.



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

The report outlined details of an application from Community Shop CIC, in relation to their respective address. Appended to the report was the potential annual cost to the Council of granting the discretionary rate relief. Currently, where discretionary rate relief was granted to registered charities and non-profit organisations, it was provided until March 2025 in order to provide the organisations with some degree of certainty.

RESOLVED: That the application for 15% discretionary top-up relief from Community Shop CIC, be rejected for the reasons outlined within the report.

<b>EXB62</b>	<b>SUNDRY DEBTS WRITE-OFF</b>
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The Board considered a report from the Director of Finance which sought approval for the write-off of a number of sundry debts, as the debtor had passed away and their estate had no remaining assets available to meet the outstanding debts.

It was noted that in 2019 the Council's Fraud Investigation Team identified that a significant fraud had been perpetrated against the Council relating to the receipt of Adults Direct Payments. A subsequent Police investigation revealed that the individual involved had been carrying out similar frauds against Oldham Council and the Department for Works and Pensions (DWP). In total the fraud amount to over £1m across the two Councils and the DWP, of which £240,095 related to Halton.

The individual had subsequently passed away and there were no assets remaining in the individual's estate from which the Council could obtain payment of the outstanding debts. As the debt could no longer be recovered, approval was sought to write-off the outstanding debts, which would be fully funded from the bad debt provision.

RESOLVED: That the write-off of debts against the bad debt provision, as outlined within the report, be approved.

<b>EXB63</b>	<b>RECOMMENDATIONS FROM AUDIT &amp; GOVERNANCE BOARD</b>
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The Board considered a report from the Director of Finance, which outlined two recommendations made by the Audit and Governance Board as detailed below. That Executive Board:

- make changes to the governance of the Transformation Programme by making changes to the Transformation Programme Board to increase transparency,

including the addition of two members of the Audit & Governance Board to the Transformation Programme Board, who should not also be Scrutiny (PPB) Chairs.

- ask each Executive/Corporate Director to identify what items of non-staff related expenditure are defined as essential to the delivery of services within their Directorate, and provide written justification for the essential spend designation, outside of which no other spending will be permitted.

RESOLVED: That

- 1) two members of the Audit and Governance Board be added to the membership of the Transformation Programme Board; and
- 2) Consideration be given to the recommendation from Audit and Governance Board as set out in paragraph 3.4 below, regarding a request to the Executive/Corporate Directors and a report be brought to a future Board meeting.

<b>EXB64</b>	<b>DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 2 2024-25</b>
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The Board considered a report of the Corporate Director – Chief Executive’s Delivery Unit, on progress against key objectives/milestones and performance targets for the second quarter period to 31 March 2024, for the People Directorate (Social Care Health); and the Enterprise, Community and Resources Directorate.

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

RESOLVED: That

- 1) the report, progress and performance information be noted;
- 2) for future reports the finance and performance sections be reported separately; and
- 3) the finance section be reported to all Policy and Performance Boards.

<b>REPORT TO:</b>	Corporate Policy and Performance Board
<b>DATE:</b>	21 January 2025
<b>REPORTING OFFICER:</b>	Chief Executive
<b>PORTFOLIO:</b>	Resources
<b>SUBJECT:</b>	Member Development Group Notes
<b>WARD(S)</b>	N/A

**1.0 PURPOSE OF THE REPORT**

1.1 To consider the notes of the Member Development Group held on 26 September 2024.

**2.0 RECOMMENDATION: That the report be noted.**

**3.0 SUPPORTING INFORMATION**

3.1 The notes of the last meeting of the Member Development Group are shared with the Corporate Services PPB, for information, as stated in the Constitution.

**4.0 POLICY IMPLICATIONS**

4.1 None.

**5.0 FINANCIAL IMPLICATIONS**

5.1 None.

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

6.1 Improving Health, Promoting Wellbeing and Supporting Greater Independence

None.

6.2 Building a Strong, Sustainable Local Economy

None.

6.3 Supporting Children, Young People and Families

None.

6.4 Tackling Inequality and Helping Those Who Are Most In Need

None.

6.5 Working Towards a Greener Future

None.

6.6 Valuing and Appreciating Halton and Our Community

None.

7.0 **RISK ANALYSIS**

7.1 None.

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 1972**

None.

### Member Development Group

At a meeting of the Member Development Group held on 26<sup>th</sup> September 2024  
in the Boardroom, Municipal Building Widnes

**Present:** Councillors A. Teeling (Chair), I Bramwell, B Gilligan, T McDermott,  
D Thompson, P Wallace

**Officers:** K Sparks

**Apologies for absence:** Councillors A Ball, V Begg, A Lowe, T Stretch

<b>MDG 1</b>	<b>NOTES OF THE LAST MEETING</b>	
	The notes of the last meeting held on 14 <sup>th</sup> December 2023 were approved as a correct record.	
	Cllr Angela Teeling, as Chair, thanked everyone for coming to the meeting and apologised for the delay in arranging the meeting. This had been due to the elections in May and July, and subsequent holidays in July and August.	
<b>MDG 2</b>	<b>RUNCORN TOWN HALL COUNCIL CHAMBER – MICROPHONES</b>	
	<p>It was reported that the new microphones in the Civic Suite were working well and had been used at a Safer PPB meeting.</p> <p>The question was asked when would the new microphones be installed in the Council Chamber. IT will report back on this at the next meeting.</p> <p>It was noted that some Members do struggle to hear and it was suggested that whoever is Chairing a meeting in the Council Chamber could take a few moments at the beginning of the meeting remind everyone in attendance that they may need to adjust their hearing aids to the Induction Loop system, and to move closer the microphones when speaking.</p>	
<b>MDG 3</b>	<b>REVIEW OF CURRENT PERFORMANCE AGAINST TARGETS</b>	
	<p><b>LOD2 – Number of Members with a Member Action Plan (MAP)</b> It was noted that no Members had received a MAP since the elections in May 2024, and this was an item that the Chair wished to discuss in more detail with everyone.</p> <p>The meeting discussed the MAP Form and agreed that it was still relevant but that it needed to be updated. The meeting agreed to come together for a one item Agenda meeting on Thursday 10<sup>th</sup> October 2024, to discuss the form and how it can be updated.</p> <p>The meeting agreed that training needs to be delivered in different ways to suit the learning styles of the Members, and can be delivered:</p> <ul style="list-style-type: none"> <li>• In person – one to one, or in a group</li> <li>• Group training on Teams</li> </ul>	

	<ul style="list-style-type: none"> <li>• Individual e-learning on line</li> <li>• External Webinar sessions</li> </ul> <p><b>LOD3 – Percentage of Members attending at least one organised training event in the current financial year.</b>  Since May 2024, 56% of Members had attended at least one training and development event. The target is 100% for the year 2024-2025.</p>	
<b>MDG 4</b>	<b>LEARNING AND DEVELOPMENT UPDATE</b>	
	<p>Members noted that training session had been held for:</p> <p>10<sup>th</sup> September - Regulatory Committee for Taxi Licensing</p> <p>5<sup>th</sup> September - Regulator Committee - Gambling Act  5<sup>th</sup> August - Development Management Committee  Introduction to changes to the planning system</p> <p>30<sup>th</sup> July - Emergency Planning</p> <p>23<sup>rd</sup> July - Domestic Abuse Awareness</p> <p>18<sup>th</sup> July - Regulatory Committee – Licensing Act 2003</p> <p>Members noted that attendance was recorded but not mandatory</p> <p>The Chair expressed her wish to develop different ways of delivering training and the meeting discussed training on the various services provided by the Council.</p> <p><b>1 Homelessness Procedure</b>  What is the role of the Councillor? - the meeting agreed that a briefing by Patricia Preston and her team, possibly involving Halton Housing, Nightstop Communities NorthWest.</p> <p><b>Open Spaces/Street Scene</b>  What are these departments responsible for and what are the differences between them?</p> <p>Training sessions on the above could be held in the Council Chamber before a Council meeting.</p> <p><b>Insight Briefings</b>  Visits to the Council's Depots to get an overview of how they work and the services the Council provide - Picow Farm Road and Lower House Lane.</p> <p><b>2 Tour of the Borough</b>  The Tour of the Borough formed part of the New Member Induction programme, and a whole day was spent visiting various venues throughout the Borough. However, no tours had taken place following COVID. It was agreed that spending a whole day touring the Borough was probably not practical, and it was suggested that perhaps a series of shorter 2/3 hour visits should be organised and</p>	

	<p>open to all Members not just new Members. A few suggestions for visits were - the solar farm, The Brindley, Mersey Gateway Offices, Alstrom.</p> <p><b>3 Development Management Committee</b>  Training sessions are regularly held before the Development Management Committee meetings. These training sessions are open to all Members not just those on the Committee. The meeting agreed that all Members should be aware that they can attend this training.</p>	
<b>MDG 5</b>	<b>ANY OTHER BUSINESS/MEMBER SUPPORT ISSUES</b>	
	<p><b>The History of the Borough</b>  The meeting discussed the history of the Borough and agreed that it is not promoted as well as it could be. It was suggested that QR Codes could be placed around the Borough, ie. On the railway bridge – detailing what the shields on the bridge represent. A QR Code could also be put in the Inside Halton magazine detailing the history of Halton This information would give Members background information about the problems we have today with derelict/contaminated land.</p>	
<b>MDG 6</b>	<b>DATE OF THE NEXT MEETING</b>	
	The next meeting will be held on Thursday 10 <sup>th</sup> October 2024, to discuss a one item Agenda – Member Action Plan forms.	
	The meeting closed at 6.50pm	

<b>REPORT TO:</b>	Corporate Policy and Performance Board
<b>DATE:</b>	21 January 2025
<b>REPORTING OFFICER:</b>	Director - ICT & Support Services
<b>PORTFOLIO:</b>	Corporate Services
<b>SUBJECT:</b>	ICT Programme Update
<b>WARD(S)</b>	Borough Wide

## 1.0 PURPOSE OF THE REPORT

1.1 To outline the Department's Key programmes of work.

2.0 **RECOMMENDATION: That the Board supports the ongoing programme of work.**

## 3.0 SUPPORTING INFORMATION

3.1 The delivery of M365 has been a colossal undertaking, delivering a step change in the way the authority delivers technology to the end user. This undertaking has also crossed over the Customer Journey Transformation project, delivering positive change to the end user experience linked to this change over to the Microsoft cloud. This programme's Phase 1 objective is the full transformation, from legacy telephony and contact centre systems to modern, integrated communication and data infrastructure.

3.2 This includes decommissioning outdated hardware, implementing new cloud-based contact centre solutions, building a secure on-premise open-source hybrid data Lakehouse, and delivering a business intelligence platform that supports the Halton operational and strategic and business continuity goals.

3.3 Successful completion of these works will enhance both internal and external communications, improve data-driven decision-making, and provide a scalable foundation for future growth with a clear foundation for further transformational project deliveries, as the technologies become embedded within the environment.

The Business Analysis programme is underway (Q2) and delivering a considerable benefit in outcomes/savings opportunities to the Transformation team through the work undertaken to date.



The Contact Centre solution procurement and delivery programme, with the Data Lakehouse project deployment starting also in Q3, is well underway.

- 3.4 The procurement and delivery of the MDR cyber security management systems are now in place with the security team refining and deploying systems and services in line with the supplier's recommendations. This will be an ongoing set of requirements as the cyber security space evolves and changes to deal with the ever-changing threat landscape.
- 3.5 The IT security team have linked up with Emergency Planning and an event took place in November to cover the cyber essentials in the case of an all-out attack, rendering the technology we expect to be available – 'all off'. DR and BCM was the focus of the event with attendees from all directorates now realising the impact of an 'all off' IT loss.
- 3.6 The Customer Journey transformation programme linked to the IT Digital Halton strategy outlines a comprehensive approach to enhancing the full customer journey using personalised web portals, chatbots, mobile technologies, social media integration, and the latest AI and chat technologies.

The goal is to seamlessly link the authority's contact centre and shops with these technologies, improving both face-to-face and digital customer experiences, while ensuring accessibility for all, including those with limited access to technology.

This strategy will also integrate with existing CRM, new service platform technologies and Office 365 technologies to improve internal and external client interactions from contact to resolution.

Digital poverty remains an issue within Halton as it does in many areas across the Northwest. New ways of interacting with this client base, possibly through social media in part, will be part of the customer journey programme, but the shops remain an essential aspect of the front door into the Council for many, with footfall increasing along with violent incidents and abuse towards the staff.

- 3.7 This programme of work will also be linked to a newly agreed partnership with NHS led Halton Health Hubs – discussions have taken place to evaluate the options for a presence within the new Runcorn Old Town hub and also to offer an NHS presence within the HBC locations. The management within this area are discussing options to increase the number of Council services within the locations, bringing services into the community on a face-to-face basis. Digital poverty and low digital skills mean that not all interactions can be digital.

- 3.8 We can never escape a conversation over IT at the moment without the mention of AI.

With the development of the centralised Data Lakehouse technologies managed and organised data will become more amenable to the application of generative AI (Artificial Intelligence). Generative AI models are trained on substantial amounts of data, and the quality of the data can have a significant impact on a model's performance.

Properly organised data is easier for the model to process and learn from, thus leading to better results. A well-organised dataset will make it easier for each LLM (Large Language)/ML (Machine Learning) model to learn the patterns that distinguish diverse types of data, which will lead to accurate output.

As we move to the delivery of on-premise containerised AI models these will maintain a clear security stance and allow the development of these models to become secure and effective partners within the thousands of internal business processes the authority manages.

Together with the delivery of front of house services, such as a fully interactive Web, Mobile and Social Media interfaces linked to processes driven by enhanced resident engagement, expanded AI capacity within our CRM Halton will start to deliver pro-active problem solving (self-help), improved customer experience and response times.

4.0 **POLICY IMPLICATIONS**

- 4.1 No policy implication as this programme's objectives are primarily focused upon supporting the key objectives set out within the corporate plan, supporting key delivery requirement throughout departments and directorates.

5.0 **FINANCIAL IMPLICATIONS**

- 5.1 This mobility revolution is driving our personal and business lives. We expect to be no longer tethered to a desk or a sofa; we expect our mobile devices to interact and transact anywhere.

- 5.2 How these operational and client interactions are supported and elevated to an acceptable and affordable level is a considerable change in the way Halton transacts, linked to a considerable on-going investment in:

- Cloud, Data Centre, Service Platforms, M365, 3<sup>rd</sup> Party Software Applications.
- Zero Trust – internet managed corporate devices (The new Dell Laptops).
- Data and Analysis, - Centralised Data Management and Reporting Resource
- Live reporting for senior management, officers and members.
- AI and Cognitive technologies.
- Personalisation – Front of house as well as internal.

5.3 We are a Government body like so many others edging closer to an ever-changing environment of financial pressures. As a local authority the external pressures placed upon our services are immense across all sectors of our delivery capability.

So how do we focus limited resources, in terms of delivering digital capability, that isn't just about money but more about employed/deployed people and skills?

Improving and enhancing internal/external process and customer experience is one of the critical business outcomes from digitalisation, this will release the savings long term.

Reducing cost structures and automating work, particularly given our financial pressures, there needs to be a firm reliance on automation, particularly intelligent automation, to digitise and automate tasks.

We must be responsive to legislative changes and deliver improved service offers more quickly. Many of the digital enablers can launch new initiatives and new processes almost on a daily basis when aligned within the whole environment.

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

#### 6.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**

All systems support the development and sustainability of the Council's priorities and will be developed supporting services in compliance with regulation and policy.

#### 6.2 **Building a Strong, Sustainable Local Economy**

All systems support the development and sustainability of the Council's priorities and will be developed supporting services in compliance with regulation and policy.

**6.3 Supporting Children, Young People and Families**

All systems support the development and sustainability of the Council's priorities and will be developed supporting services in compliance with regulation and policy.

**6.4 Tackling Inequality and Helping Those Who Are Most In Need**

All systems support the development and sustainability of the Council's priorities and will be developed supporting services in compliance with regulation and policy.

**6.5 Working Towards a Greener Future**

All systems support the development and sustainability of the Council's priorities and will be developed supporting services in compliance with regulation and policy.

**6.6 Valuing and Appreciating Halton and Our Community**

All systems support the development and sustainability of the Council's priorities and will be developed supporting services in compliance with regulation and policy.

**7.0 RISK ANALYSIS**

7.1 Digital transformation is more than technology transformation. Technology is an enabler – a platform to enable organisational innovation. Ignoring this would be the biggest risk to our organisation.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 All systems will be developed in compliance with regulation and policy.

**9.0 CLIMATE CHANGE IMPLICATIONS**

9.1 As part of the potential relocation of the data centre and networking centre from the Municipal Building, surveys and recommendations have taken place to review the use of Solar and Battery systems to allow for an off-grid deployment. Details will follow.

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

None under the meaning of the Act.

<b>REPORT TO:</b>	Corporate Policy and Performance Board
<b>DATE:</b>	21 January 2025
<b>REPORTING OFFICER:</b>	Assistant to the Chief Executive
<b>PORTFOLIO:</b>	Climate Change
<b>SUBJECT:</b>	Climate Change Update
<b>WARD(S)</b>	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To provide an update on related activities aimed at reducing the Council's impact on the environment and reducing CO2 emissions from Council activities.

2.0 **RECOMMENDATION: That the report and the ongoing work be noted.**

3.0 **SUPPORTING INFORMATION**

**Carbon Footprint**

3.1 Since it started to measure its carbon emissions in 2006/2007, overall emissions have reduced in the Council's operations from 26,338 tonnes of CO2 to 7987 tonnes.

3.2 The Council was given guidelines by the Government in 2009, that public bodies would aim to reduce their carbon emissions by 30% of their 2009 carbon emission baseline by 2020. The Council calculated its baseline carbon emissions in 2009 as 26,825 carbon tonnes. In reporting year 2020, the Council had reduced its carbon emissions to 11,354 carbon tonnes. This was a reduction of 57%.

3.3 In 2017, the Government reset the baseline in the expectation that public bodies would reduce their carbon emissions by 50% by 2031. The Council's 2017 baseline was 14,811 carbon tonnes. In reporting year 2023/24, the Council had managed to reduce its carbon emissions to 7987 tonnes. This is a reduction of 53.9%.

3.4 In 2022/23 emissions were 8740 tonnes of CO2. For 2023/24, the overall emissions have reduced to 7987 tonnes, a further annual reduction of 8.6%.

3.5 The above figures do need to take account of the fact that since the Council started to measure its carbon footprint in 2006/07 and

Academy Schools are no longer accounted for in the figures and Care Homes are now included in the figures and the ongoing decarbonisation of the grid has a beneficial impact on the figures.

3.6 Emission from specific Sectors CO2 (Tonnes)

Fleet Transport	1147
Business Mileage	203
Street Lighting	1044
Corporate Buildings	3495
Schools	2098

3.7 In all areas, emissions have reduced with the exception of Street Lighting and business miles which increased slightly.

4.0 **CLIMATE CHANGE ACTION PLAN**

4.1 The current Climate Change Action Plan covers the period 2022-2027 and provides a clear direction for the Council during this period. It sets a target to be net zero by 2040 and includes both short-term and longer-term actions.

4.2 It provides an initial focus on decarbonising energy use by buildings, transport, waste and enhancing the Borough's blue/green infrastructure. It also seeks to embed climate change in council decision-making and seeks in the long term to develop partnership working as a lead into a borough-wide approach to tackling climate change.

4.3 Whilst the Council has successfully implemented a range of actions aimed at reducing its carbon footprint capacity and the financial resources to implement projects remains a key challenge.

4.4 It should be noted that while we continue to use fossil fuels for road transport the amount of CO2 reduced but a small Working Group has been set up to develop plans to transition the fleet from petrol and diesel to alternative fuels. Decarbonisation of the vehicle fleet will be extremely financially challenging firstly in terms of installing the necessary infrastructure and secondly acquisition of the appropriate vehicles/plant and machinery to ensure the road to net zero does not have a negative impact on operational efficiency. There is also a need to seek transitional funding from central government.

4.5 The Council does not have a dedicated Climate Change Team but each area in the Climate Change Plan has a Senior Officer Lead. There is currently no dedicated budget for Climate Change and the

Council seeks to secure funding from service budgets, external funding or utilising income streams that have been generated from the renewable energy schemes the Council has implemented.

- 4.6 The internal Funding Team have undertaken an analysis of various funding streams that may be available for each of the actions. In early 2025 further analysis will be undertaken to assess the scope for submitting bids to various funds.

## 5.0 **KEY ACTIVITIES**

### **Buildings**

- 5.1 The Council have undertaken 14 feasibility studies on Council Building to assess the decarbonisation process. A bid has been submitted to Public Sector Decarbonisation Fund for funding to cover refurbishments at Picow Farm Depot, Runcorn Town Hall, and Kingsway Learning Centre. The measures proposed include air source heat pumps, roof top solar, LED Lighting and roof insulation. The bid is part of a Liverpool City Region Bid and the outcome will be known around May 2025. If successful the Council will be required to make a contribution towards the work but as yet the details of this are to be determined.
- 5.2 The new Leisure Centre is due to open in February 2025. The new Centre will operate on air sources heat pumps and has LED lighting throughout the building. Both measures will contribute to the building using far less carbon than the former Leisure Centre. It is anticipated carbon savings based on the assumed consumption against the actual consumption at Kingsway is 190 tonnes per annum.
- 5.3 The Council has identified a further a further 24 sites for the suitability of Solar PV. The initial study shows estimate that some 2,259kWp of solar PV could be installed on the roofs subject to roof studies and grid connections. The total cost of the programme would be circa £2.27m excludes any supervision and clerk of works activity that the Council may undertake at each site.
- 5.4 Based upon the assumptions made in terms of the use of energy on site and exports sales, inflation, and debt repayments the programme would have a 14.3% IRR and an NPV of £3.33M after all costs. The Council is in discussion with the Liverpool City region about a procurement exercise in Spring 2025.
- 5.5 LED lighting retrofit projects have been undertaken at the following buildings:- Runcorn Town Hall (main offices and Civic building), Rutland House, The Stadium, Municipal Building (except floors 2,3 & 4), Halton Lea Library, Halton Direct Link, Widnes Market, Grangeway & Ditton Community Centre's. Further schemes will be



undertaken as funding becomes available.

5.6 The Council has submitted a planning application to extend the existing Solar Farm at the former St Michael's Golf Course, connecting it to the new Leisure Centre in Moor Lane, Lower House Lane, and Municipal Building. The project is also looking to provide EV charging infrastructure at the Depot and will provide a renewable source energy for the Air Source Heat pumps to be installed at the Leisure Centre, which will significantly reduce the carbon footprint of the building. A procurement exercise will commence in 2025.

5.7 The existing 1MW solar farm and roof top solar schemes at the DCBL Stadium, Brookvale and Rutland House continue to operate within expectations and generate ongoing income streams.

5.8 Feasibility work is ongoing in respect of various options for rationalising our main office accommodation. A report will be presented to Council in 2025 with recommendations.

## 6.0 **ELECTRIC VEHICLE CHARGERS**

6.1 The Liverpool City Region Combined Authority (LCRCA) submitted a two-stage funding bid to the Energy Savings Trust (EST), who provide Local Electric Vehicle Infrastructure (LEVI) administrative and technical support to the funding body, the Office of Zero Emission Vehicles (OZEV).

6.2 Following a successful bid review process, the LCRCA was awarded the following amounts:

- £737,000 LEVI Capability funding;
- 90% of £9,647,000 LEVI Capital funding on behalf of the LCR LAs; and the remaining 10% LEVI capital funding will be awarded on approval of the draft LCR LEVI Invitation to Tender (ITT) documents and a draft LEVI contract.

6.3 LEVI Capital funding must be allocated to primarily on-street low power (22kW and below) Electric Vehicle Charging Infrastructure (EVCI) for the benefit of properties that do not have a drive or garage where a privately owned off-highway EVCI could be installed. This is likely to be terraced streets and blocks of flats.

6.4 The LEVI funding award will be used to leverage private investment which will have less restrictions and could see the delivery of more low powered EVCI as well as high powered EVCI. This will allow a variety of EVCI use cases to be met.

6.5 The LCRCA LEVI programme team is currently preparing the draft ITT and draft contract in line with the approach set out above. The

LCRCA continues to work with each LA to refine potential new locations for the EVCI. Mapping will be included within the ITT pack.

6.6 The expected LEVI programme timescales are as follows:

- November 2024 to January 2025 – Energy Saving Trust, CENEX & Office for Zero Emission Vehicles ITT & Contract Document Review & Approval period
- February 2025 – Launch ITT
- August 2025 – Award of contract
- Autumn 2025 – EVI starting to be installed

7.0 **UKSPF**

7.1 The Council has been allocated £301k of UKSPF funding to be spent over a three year period. To date £150k has been committed of the following projects.

7.2 A number of Green Grants totalling £18k have been issued to local Community Groups. Recipients included Four Estates, Wonky Garden, Clifton Road Allotment Association, Halton Village Millenium Green, Greenfingers Gardening Group, St John and St Paul's Transform Widnes, Friends of Hale Village, Preston Brook Pre-School, Grangeway Community Forum and Forget Me Not Garden.

7.3 Outcomes from the Grants included:

- Public Space improved = 17,000m<sup>2</sup>
- Green Space improved = 20,712m<sup>2</sup>
- Seed bombs Planted = 100+

7.4 A grant of £30k has been provided to Hazelhurst Studios to install Solar panels at their premises.

7.5 An improvement scheme to create a Green Corridor at Riddings Lane has bene implemented. Flood alleviation and lighting to Riddings Lane subway make it more accessible and safer for local residents. The scheme includes a mural designed by the local school. The cost of the scheme was £67k and improves an area that previously suffered from anti-social behaviour.

7.6 Site clearance have been completed to enable a Community Garden to be developed in Kingsway.

7.7 A contribution of £10k has been made to the Big Forest Project. Tree Planting for the Big Halton Forest - £10k

7.8 A contribution of £15k was made to the Eco Festival at Victoria Park held in August 2024.

## 8.0 **PROCUREMENT**

8.1 All published tenders now include Social, Environmental and Economic considerations and in terms of the locally Based Supply Chain there are Increase value thresholds in the Constitution to support local trading opportunities to SME's and VCSE's.

8.2 The Council is starting to see offers in tenders around social value around Environmental measures and these will be monitored over the coming year.

## 9.0 **CLIMATE CHANGE AWARENESS**

9.1 The Council continues to embedded climate change in its decision-making process through the Portfolio Holder for Climate Change on the Council's Executive Board, the Climate Change Advisory Group of officers has been established to advise the Portfolio Holder for Climate Change and through Board reports include a climate change implications section.

9.2 The Council has launched an e-learning Climate Change course.

9.3 The course is divided into short modules covering the global and local impact of climate change, what action Halton is taking and what can staff and members do to help.

9.4 The training is designed to be interactive and encourage staff and members to consider small changes in behaviour to help them reduce their own carbon footprint. To date over 100 members of staff have undertaken the course. Continued promotion of the course will take place in the coming months.

9.5 The Council website includes a single location on the Council website where actions on climate change can be found and where wider engagement can be encouraged in the future. The Council took part in the Strategy Room Programme which involved engagement with the public to identify views and policies that they would support around net zero. The Council ran 10 sessions during the summer and autumn with up to 12 people in each session.

9.6 Feedback showed strong public support for policies energy efficiency in homes, community renewable energy schemes, locally sourced food production and improved public transport.

9.7 The Council will consider the findings from the sessions in revising climate change strategy updates.

10.0 **PUBLIC HEALTH**

10.1 Sustainability training is now integrated into the registrar training programme during public health rotations. This training promotes climate resilience by facilitating public health professionals to identify climate-related events that could influence future strategic and operational planning across healthcare systems.

10.2 Across the public health footprint there are multiple strategies which showcase the public health directorates commitment of decarbonisation and increasing sustainability. One key example is the Infant Feeding Strategy. By increasing local breastfeeding rates and offering more community tailored support:

- Resource consumption and waste is reduced
- Decrease the use of manufacturing items thus impacting large scale manufacturing and its harmful environmental impacts
- Building community climate resilience by not relying on clean water and other manufactured consumables for infant feeding.
- Supporting water conservation as breastfeeding lessens the impact on water resources.
- Promotes healthier populations resulting in less large scale manufactured goods required within healthcare systems.

10.3 Strategies and actions to reduce carbon footprint are being examined during commissioning of new contracts into 2024/25. Approaches to reducing carbon footprint will also be assessed as part of performance monitoring of existing commissioned services. The same considerations will be applied to internal programmes – specifically work carried out by the Health Improvement Team.

10.4 All commissioned services have sustainability planning embedded into service delivery plans. Sustainability assessments will form part of 25/26 delivery planning for commissioned services.

10.5 The Liverpool City Region ECO4 Flexible Eligibility Joint Statement of Intent was signed by Halton in September 2022. The agreement allows us to go beyond the standard eligibility to target those in need in areas of deprivation or who suffer from certain health conditions. In quarter 1 and 2 (24/25), 84 applications have been processed, 64 of which have been submitted to Ofgem.

10.6 The Environmental Health team continues to carry out ongoing regulation of private rented properties, taking action where standards are not being met, and signposting landlords to grants (etc) for improved insulation and heat retention of properties. The Environmental Health and Public Health teams are involved in the formulation of the Council's updated Housing Strategy.

- 10.7 The Council has previously approved the revocation of our two air quality management areas (declared in relation to levels of NO<sub>2</sub> which have been within standard levels for a number of years). The Council are still required to report on air quality and pollution levels across the Borough and implement an air quality strategy.

11.0 **ENVIRONMENT AND PLANNING**

**Big Halton Forest Update**

- 11.1 The Halton Big Forest supports the Council's climate change agenda in a number of important ways. It seeks to increase overall tree canopy in the borough, with the benefits that this brings, and increase awareness of the importance of trees through projects involving local people and schools. The overall ambition is to plant 130,000 trees, mostly native species, in the borough by 2030.

- 11.2 By spring 2025 approximately 70,000 trees will have been planted in total since the project started in 2022. The 2024/25 planting season will see the largest number planted in any one year so far, with approximately 45,000 trees being planted. Funding for this year has come via:

- Defra/Forestry Commission (Local Authorities Tree Fund). £340k.
- Highways Agency 3Million Trees Project – supply of 15'000 whips.
- Halton's INEOS/Viridor Energy From Waste fund. £20k.

**Food Waste Collections**

- 11.3 Research has identified that the food waste element of the household waste stream is second only to textiles in terms of carbon intensity. This makes it a high priority waste stream to help maximise recycling and reduce carbon. Recycling of food also has the potential to add up to a 5% increase in the Council's recycling rate.

- 11.4 The Environment Act 2021 introduces a requirement for all local authorities in England to provide a separate weekly collection of food waste to all households. As per the 'simpler recycling' consultation response from the UK Government issued in October 2023, this collection service needs to be in place by the 31st March 2026.

- 11.5 Halton is working collaboratively with Liverpool City Region Local Authority Partners to prepare for the introduction of food waste collections from April 2026. This includes the joint procurement of food waste collection vehicles and household 'caddies'; the capital costs of which will be funding by monies provided by the

Government. The Council is also working with LCR Partners on a joint regional communications campaign to support the introduction of the new collection service in 2026. As well as encouraging participation with the new collection service, messages to encourage food waste prevention will form a key element of communications to Halton's residents.

- 11.6 As outlined in The Environment Act, the preferred method of treating food waste is by way of anaerobic digestion (AD). Firstly, the use of the AD process in place of current residual waste treatment processes reduces carbon emissions. Additionally, the production of biogas or biomethane can be used as a low carbon fuel for power, heating or vehicle fuel. The latter option provides the future opportunity to fuel collection vehicles, as well as the return of primary nutrients to agriculture. Officers are currently exploring options for securing contractual arrangement for the future treatment of collected food waste.

### **Recycling**

- 11.7 The Council's current recycling rate is 36% and has plateaued at this level for a number of years. There are a range of significant drivers for transforming how we manage waste and resources to help improve recycling performance, including;
- the ongoing financial pressure on the Council's budgets – recycling of waste is less costly than disposing of it so increasing recycling tonnages and decreasing the amount of residual waste sent for treatment can help reduce the Council's costs associated with dealing with waste;
  - the Council's legal requirement to deliver the Government's Simpler Recycling policy; including the collection of an extended range of materials for recycling; and
  - the Council's, and LCR Partners', long-term aspiration to become a zero-waste region; preventing all avoidable waste, keeping resource in circulation for as long as possible and contributing to a 'net zero' carbon goal.

Achieving our aims may require changes to how we collect and treat waste. Work is underway, jointly with LCR Partners, to assess and consider future collection and treatment options, in collaboration with expert waste management consultants.

### **Supplementary Planning Guidance**

- 11.8 Consultation on the draft Climate Change Supplementary Planning Document took place in the summer and closed at the end of September, comments from statutory and public consultees are being reviewed and a mitigation where appropriate will be suggested and shared with internal stakeholders for comment. Due to staffing

levels it is anticipated the documents will be finalised in spring 25 and taken to Executive Board for adoption.

12.0 **POLICY IMPLICATIONS**

12.1 The approach and policies adopted to date are consistent with overall objective in the Corporate Plan. All Directorates will be required to include KPI's in their business plans from 2025 linked to the climate change action plan.

The identification of sites for biodiversity net gain commenced in 2024 and will be included in the online climate change action plan as soon as it's completed in 2025.

13.0 **FINANCIAL IMPLICATIONS**

13.1 Investment in energy efficient measures has the potential to reduce the Council's energy costs, reduce carbon emission and generate future income streams or the Council. In developing key themes included in directorate plans, the principles of Best Value will be factored into the prioritisation of interventions as contained in key corporate strategies, for example, the Council's Climate Change Action Plan

13.2 A funding matrix has now been applied to the climate change action plan which includes a traffic light system and the principle of 'funding fed not funding led' being applied. This will help focus on priorities and takes into context the council's current financial situation.

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

14.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**

Reducing CO2 can bring about improved air quality.

14.2 **Building a Strong, Sustainable Local Economy**

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

14.3 **Supporting Children, Young People and Families**

None identified.

14.4 **Tackling Inequality and Helping Those Who Are Most In Need**

None identified.

14.5 **Working Towards a Greener Future**

The actions within this report support the Council's response to the environment and climate emergency by promoting energy efficiency; limiting/eliminating fossil fuel use for heat, power and transport; limiting/eliminating waste and encouraging re-use of resources and encouraging procurement of local suppliers.

14.6 **Valuing and Appreciating Halton and Our Community**

None identified.

15.0 **RISK ANALYSIS**

15.1 Individual schemes would have to be assessed on an individual basis to develop risk registers for each measure.

16.0 **EQUALITY AND DIVERSITY ISSUES**

16.1 None identified.

17.0 **CLIMATE CHANGE IMPLICATIONS**

17.1 See section 14.5.

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

18.1 None under the meaning of the Act.



<b>REPORT TO:</b>	Corporate Services Policy & Performance Board
<b>DATE:</b>	21 January 2025
<b>REPORTING OFFICER:</b>	Assistant to the Chief Executive
<b>PORTFOLIO:</b>	Resources
<b>SUBJECT:</b>	Corporate Complaints
<b>WARDS:</b>	All

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide statistical analysis of the Corporate Complaints received during the 2023 – 2024 financial year.

## **2.0 RECOMMENDATION: That the content of the report be considered.**

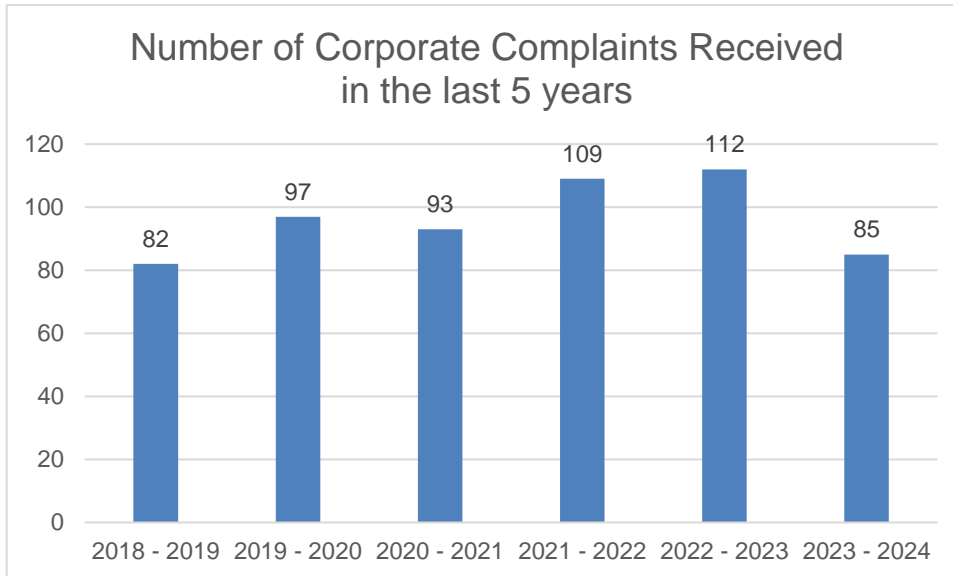
## **3.0 SUPPORTING INFORMATION**

### **Context**

- 3.1 The Council presently administers a 2-stage procedure to deal with corporate complaints whereby the public can seek redress if they believe Council departments have failed to deliver a satisfactory level of service.
- 3.2 When complaints are received that have not been raised previously, in the first instance, they are normally directed to the relevant department for matters to be investigated and a response to be provided by a Senior Officer from the service.
- 3.4 Should the complainant remain dissatisfied with the initial response or outcome to their complaint they may request an internal review of the Council's actions and position in relation to their complaint. Such reviews are undertaken independently of the service by an appointed Investigating Officer.
- 3.5 If the Council cannot resolve matters to the complainant's satisfaction individuals are advised that they can refer matters to the Local Government and Social Care Ombudsman or relevant Professional body or, in the case of complaints relating to Freedom of information requests that are considered by the Council's Information Governance Team, to the Information Commissioners Office.

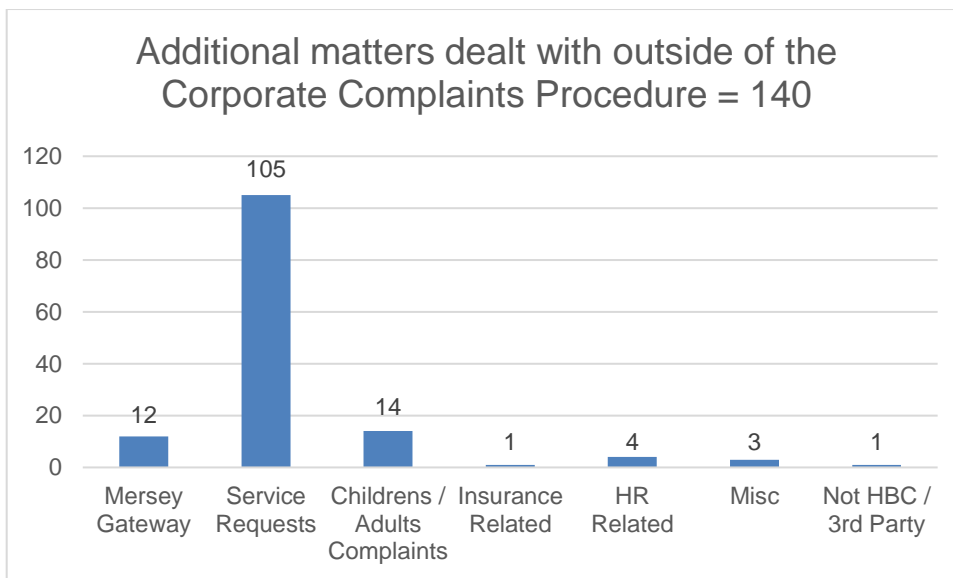
## **4.0 CORPORATE COMPLAINTS TREND ANALYSIS 2023 - 24**

- 4.1 The chart below provides a breakdown of the number of Corporate Complaints received for each of the preceding 5 financial years from April 2019 to March 2024.



4.2 As the chart illustrates, the number of complaints remained relatively stable over this period and has reduced since the last report.

4.3 85 Corporate Complaints were received in 2023 - 24, however an additional 140 complaint / enquiries were received that could not be dealt with through the Council's Corporate Complaints Procedures (CCP). The chart below illustrates the primary nature of these additional complaints.



4.4 Some of those complaints were dealt with through other process such as the Adults and Children's Statutory procedures or via the Mersey Gateway process. Others were considered as requests for service i.e. where the Council had not previously been aware of an issue or given the opportunity to address matters.

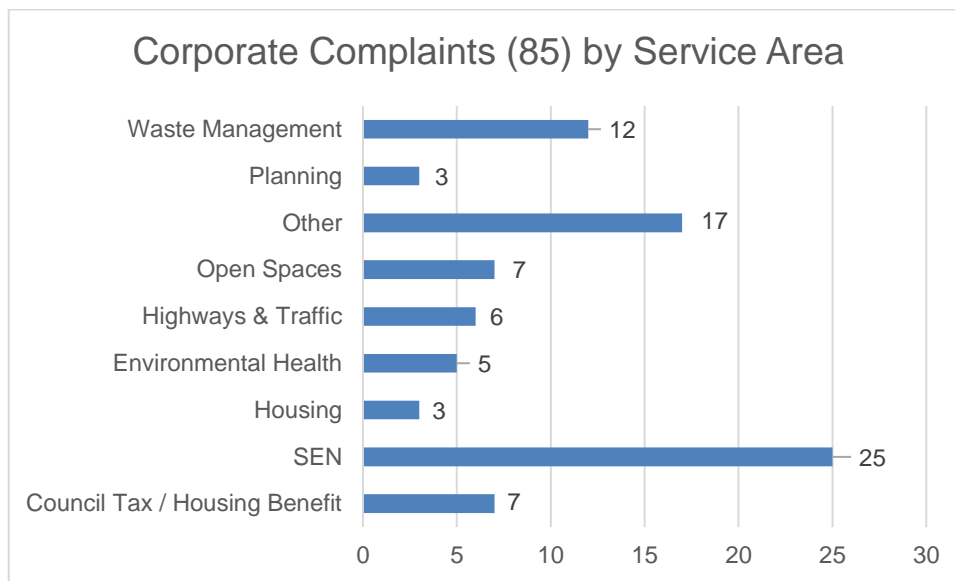
- 4.5 Presently, the Council aims to respond to complaints dealt with at stage 1 of the Corporate Procedure within 10 working days and those dealt with at stage 2 within 28 working days.
- 4.6 The tables below show the number of complaints that were received and dealt with at each stage during the year and the success rate for responding to complainants within the relevant target timeframe for 2023 – 24 and the preceding year. When compared to the previous year, along with the number of Complaints received, the number of stage 1 complaint responses provided within 10 working days has dropped slightly.

Number of Stage 1 complaint responses				
Financial Year	2022 - 2023		2023 - 2024	
		<b>100</b>		<b>68</b>
<b>Within 10 days target timeframe</b>	67	67%	<b>41</b>	61%
Within 15 days	8	8%	<b>7</b>	10%
Within 20 days	5	5%	<b>2</b>	3%
20 days +	20	20%	<b>18</b>	26%
<b>TOTAL</b>	<b>100</b>	100%	<b>68</b>	100%

Number of Stage 2 complaint responses				
Financial Year	2022 - 2023		2023 - 2024	
		<b>12</b>		<b>17</b>
<b>Within 28 days target timeframe</b>	8	67%	<b>11</b>	65%
Within 33 days	1	8%	<b>2</b>	12%
Within 38 days	0	0%	<b>3</b>	17%
38 days +	3	25%	<b>1</b>	6%
<b>TOTAL</b>	<b>12</b>	100%	<b>17</b>	100%

- 4.7 More complaints were considered at stage 2 as compared to the previous year, but the response time has dipped marginally.
- 4.8 A number of complaints were dealt with outside of the target timeframe and this primarily related to staffing availability and in some cases resulted from the complexity of the issue in hand and / or the need to review preceding communications between the Council and the complainant. There was no specific service area that was subject to delays occurring and it remains standard practice that where possible, complainants are advised in advance should it be likely that target timeframes will not be met.
- 4.9 The determination of target response timeframes remains discretionary, and it is the case that some local authorities choose to adopt longer timescales than those currently applied in Halton. However, in taking account of the continued capacity pressures being faced by the Council it is considered that the timeframes currently in place strike an appropriate balance between the availability of resources and the reasonable expectations of complainants.

- 4.10 The nature of corporate complaints received covered a relatively wide range of Council services as illustrated within the chart below.



- 4.11 The service areas of SEN, Waste Management, and Other areas, represented the highest number of complaints received during the year.
- 4.12 The table below provides an overview of the outcome of complaints that were received during 2023 – 24.

<b>Corporate Complaint Outcome 2023 - 2024</b>					
<b>85</b>					
Outcome		% of Stage 1		% of Stage 2	
Complaints Upheld	17	25%	0	0%	
Complaints Partially Upheld	1	2%	2	12%	
Complaints Not Upheld	50	73%	15	88%	
Undetermined	0	0%	0	0%	
<b>TOTAL</b>	<b>68</b>	<b>100%</b>	<b>17</b>	<b>100%</b>	

- 4.13 In a small number of cases it was not possible for the Council to retrospectively determine what events may have occurred. For example, complaints concerning the alleged behaviour of staff, or the nature of interactions between two parties, where the Council has no objective means of corroborating either party's recollection of events. In such circumstances, the Council provides an appropriate explanation of the circumstances and, where relevant, would apologise for any injured feelings that the complainant had experienced.
- 4.14 As can be seen from the table above, 25% of complaints were upheld at stage 1. This would seem to suggest that service managers are not dismissive of complainants or consider complaints in a defensive manner but rather that they recognise and are willing to acknowledge, where service provision may have fallen below an acceptable standard and act to put things right.

- 4.15 A smaller number of complaints that were considered at stage 2 were upheld or partially upheld. This would seem to provide assurance that the actions taken at a service level had been proportionate and appropriate to the circumstances.
- 4.16 In all cases where a complaint was not upheld at stage 1, the Council explained the reasons for its position and confirmed that should they remain dissatisfied the complainant could request that matters be escalated to stage 2 of the complaints procedure.
- 4.17 Those complaints that were upheld were not confined to any specific service area and broadly reflected the categorisations of complaints as detailed earlier in this report.
- 4.18 In all cases where a complaint was upheld or partially upheld, the Council offered an apology and took action to remedy the situation and where possible provide a suitable form of redress.
- 4.19 An analysis of the complaints received during the course of the year does not indicate that any one service is disproportionately represented, and this provides assurance that there have been no systemic weaknesses within existing procedures and the ongoing delivery of services across the organisation.

## 5.0 LOCAL GOVERNEMENT OMBUDSMAN COMPLAINTS

- 5.1 The following table provides a summary of the numbers of complaints and enquiries that were received by the Local Government and Social Care Ombudsman during 2023 – 24.

LGO Complaints 2023/24			
32			
Service Area Split		Upheld	Not Upheld
Housing Solutions	1		
Planning and Development	2	1	
Environmental Services & Public Protection & Regulation	6		
Corporate & Other Services	3		
Highways & Transport	4		
Education & Children's Services	10	2	
Adults Care Services	5	1	
Benefit and Council Tax	1		
<b>Total</b>	<b>32</b>	<b>4</b>	

- 5.2 The LGO will introduce a Joint Complaint Handling Code which sets out requirements for organisations to respond to complaints. The purpose of the Code is to enable organisations to resolve complaints raised by individuals quickly, and to use the data and learning from complaints to drive service improvements.

5.3 Non-compliance with the Code could result in the relevant Ombudsman taking further action. The Local Government and Social Care Ombudsman may consider failure to comply with the Code as maladministration or service failure.

5.4 The Code applies to all local authorities in England, as well as other specified bodies but does not replace the Children's and Adults statutory complaint processes

## **6.0 POLICY IMPLICATIONS**

6.1 Complaints provide essential information and inform the development of Halton Borough Council's services and policies. The Corporate Complaints Procedure is reviewed periodically to ensure it continues to conform to best practice and remains fit for purpose.

## **7.0 OTHER IMPLICATIONS**

7.1 Improvement and quality assessment agendas increasingly consider the robustness of complaints procedures and how they are demonstrably used to inform and drive change.

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

It is important for the Council to have robust complaint procedures in place to improve service delivery and ultimately help the achievement of all of its six strategic priority areas:

- Improving Health, Promoting Wellbeing and Supporting Greater Independence
- Building a Strong, Sustainable Local Economy
- Supporting Children, Young People and Families
- Tackling Inequality and Helping Those Who Are Most In Need
- Working Towards a Greener Future
- Valuing and Appreciating Halton and Our Community

## **9.0 RISK ANALYSIS**

9.1 An inefficient or ineffective complaints system will fail individuals who want to use it and prevent the organisation from learning from complaints. Whilst complaints can result in positive changes for individuals, they are also a key source of intelligence, which can be used to influence the design and delivery of services that the organisation provides and commissions.

**10.0 EQUALITY AND DIVERSITY ISSUES**

10.1 All complaint forms are issued with a separate form for monitoring diversity of complainants with regard to age, disability, ethnicity and gender. Unfortunately, the majority of corporate complainants choose not to return the monitoring form with their complaint so information collected is extremely limited. However, upon the basis of available evidence there is no indication that any specific social groups are over or under represented by age, gender, disability etc. which suggests that the complaints process remains accessible on an equitable basis.

**11.0 CLIMATE CHANGE IMPLICATIONS**

None identified.

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

None under the meaning of the Act

**REPORT TO:** Corporate Policy and Performance Board

**DATE:** 21 January 2025

**REPORTING OFFICER:** Finance Director

**PORTFOLIO:** Corporate Services

**SUBJECT:** Councilwide Spending as at 30 November 2024

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

## **1.0 PURPOSE OF REPORT**

1.1 To report the Council's overall revenue and capital spending position as at 30 November 2024, together with the latest 2024/25 outturn forecast.

## **2.0 RECOMMENDED: That;**

**(i) The Councilwide financial position as outlined in the attached report, be noted.**

## **3.0 SUPPORTING INFORMATION**

3.1 On 16 January 2025 the Executive Board received the attached report, which presents details of Councilwide revenue and capital spending by each Department, and outlines the reasons for key variances from budget.

3.2 Given the scale of the Council's current financial challenges, Executive Board requested that a copy of the report be shared with each Policy and Performance Board for information. This is to ensure that all Members have a full appreciation of the Councilwide financial position, in addition to their specific areas of responsibility.

3.3 The report is presented to Executive Board every two months and the attached report covers the period 1 April 2024 to 30 November 2024. It includes details of spending to date by each Department against both the revenue budget and capital programme.

3.4 Appendix 1 provides a Councilwide summary of revenue spending, while Appendix 2 presents details relating to each Department. The latest forecast of revenue spending to year-end compared to budget is also provided.

3.5 Appendix 4 indicates progress with implementation of previously approved budget savings for 2024/25 and 2025/26.

3.6 In future the bi-monthly Councilwide spending report will be reported to each Policy and Performance Board.



#### **4.0 POLICY IMPLICATIONS**

4.1 None.

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

5.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**

5.2 **Building a Strong, Sustainable Local Economy**

5.3 **Supporting Children, Young People and Families**

5.4 **Tackling Inequality and Helping Those Who Are Most In Need**

5.5 **Working Towards a Greener Future**

5.6 **Valuing and Appreciating Halton and Our Community**

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

#### **6.0 RISK ANALYSIS**

6.1 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.

6.2 A budget risk register of significant financial risks is maintained and is included at Appendix 5 of the attached report.

#### **7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

#### **8.0 CLIMATE CHANGE IMPLICATIONS**

8.1 None

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

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

**REPORT TO:** Executive Board  
**DATE:** 16 January 2025  
**REPORTING OFFICER:** Finance Director  
**PORTFOLIO:** Corporate Services  
**SUBJECT:** 2024/25 Spending as at 30 November 2024  
**WARD(S):** Borough-wide

**1.0 PURPOSE OF REPORT**

1.2 To report the Council's overall revenue net spend position as at 30 November 2024 together with a 2024/25 forecast outturn position.

**3.0 RECOMMENDED: That;**

- (ii) All spending continues to be limited to essential items only;
- (iii) Executive Directors continue to identify areas where they can further reduce their directorate's spending or generate income, in order to reduce the councilwide forecast outturn overspend position;
- (iv) Executive Directors continue to implement the approved savings proposals for 2024/25 and 2025/26 as detailed in Appendix 4;
- (v) The updated forecast outturn position be shared with the Ministry of Housing, Communities & Local Government in support of the Council's application for Exceptional Financial Support;
- (vi) Council be asked to approve the revisions to the capital programme set-out in paragraph 3.22 and incorporated within Appendix 3;
- (vii) This report be shared with each Policy and Performance Board, in order to ensure they have a full appreciation of the councilwide financial position, in addition to their specific areas of responsibility.

**3.0 SUPPORTING INFORMATION**

Revenue Spending

- 3.1 Appendix 1 presents a summary of spending against the operational revenue budget up to 30 November 2024 and Appendix 2 provides detailed figures for each individual Department. In overall terms, net Council spending as at 30 November 2024 is £14.246m over budget. The outturn forecast for the year estimates that net spending will be over budget by £20.757m if no corrective action is taken.
- 3.2 The forecast outturn overspend has increased by approximately £100,000 from the amount reported on 14 November 2024. Whilst this is only a marginal increase, there has been significant movement within individual directorates' outturn positions. Further information regarding significant departmental variances is included within the report and departmental figures are included in Appendices 1 and 2.
- 3.3 The forecast position continues to be of great concern, as there is no evidence of a reduction in overall spending across the Council. In order to address the situation, financial focus workshops led by the Chief Executive are taking place with each Directorate's senior leadership team on a monthly basis. These workshops are looking for urgent ways to reduce or stop spending, or generate income. The aim is that initiatives identified in these workshops will help reduce the overall forecast overspend position for the year.
- 3.4 It is certain that available reserves will not be sufficient to cover the forecast overspend for the year. Therefore, on 04 December 2024 Council approved an application to the Ministry of Housing, Communities & Local Government (MHCLG) for Exceptional Financial Support (EFS). The Government's EFS arrangement provides councils with exceptional permission to capitalise annual revenue costs and fund them from long term borrowing (usually over 25 years) from the Public Works Loans Board (PWLB). EFS provides permission to borrow and does not provide grant funding. The Council submitted a draft EFS application on 13 December 2024. The application will be updated based on the information within this report and also following clarification of the 2025/26 provisional grant settlement.
- 3.5 The Council's available useable reserves (general and earmarked) total £11.484m. This is well below that required to help provide a balanced budget position given the forecast outturn overspend. Further detail on reserves is provided at paragraph 3.19.
- 3.6 The forecast outturn figures reflect a prudent yet realistic view of spend and income levels through to the end of the year. Work will continue to update the financial position as more information becomes available. Included within the forecast position is the 2024/25 pay award which was paid in November 2024.
- 3.7 The largest pressure on the Council's budget continues to be within the Children & Families Department, where net spend for the year is forecast to be £8.311m (16.5%) above 2023/24 actual spend. There continue to be significant cost pressures within the forecast relating to staffing costs, residential placements, and out of borough foster care.

- 3.8 On 24 October 2024 the Board approved additional revenue funding of £4.2m per year, to help develop a programme around the stabilisation and redesign of Children's Social Care, following the Ofsted review. This investment is focused upon proactive early intervention and prevention systems. It is envisaged that this investment will help control and reduce costs within Children's Social Care over the next few years, and these cost reductions will be built into future year budget targets.
- 3.9 The use and cost of agency staff continues to be one of the main contributing factors to the overspend position for the year. This is mostly evident within the Children & Families Department and the Council's in-house Care Homes. Initiatives and support from the Transformation Programme are ongoing to reduce reliance upon agency staff.
- 3.10 Analysis of agency spend for the year, together with comparative analysis of 2023/24 costs, is included in the table below. Note information for Q3 only includes data for two months, October and November.

	2024/25				2023/24
	Q1 £'000	Q2 £'000	Q3 to Date £'000	Total £'000	Total £'000
Adult Social Care	1,341	1,656	806	3,803	5,927
Chief Executives Delivery Unit	132	179	154	465	0
Children & Family Services	1,283	1,432	940	3,655	6,157
Community & Greenspace	116	129	68	313	336
Economy, Enterprise & Property	86	105	78	269	343
Education, Inclusion & Provision	99	78	36	213	393
Finance	14	42	24	80	56
Legal & Democratic Services	253	274	137	664	814
Planning & Transportation	94	85	15	194	206
Public Health & Public Protection	11	10	1	22	21
<b>Total</b>	<b>3,429</b>	<b>3,990</b>	<b>2,259</b>	<b>9,678</b>	<b>14,253</b>

- 3.11 Within the approved budget for the year is a £4m savings target against the Transformation Programme. To date budget savings of £0.129m have been identified against this target. In addition, the Transformation Delivery Unit (TDU) have identified cost reductions and cost avoidance measures, although these will not lead to an overall reduction in the budgeted target. Progress against transformation savings is reported monthly to the Transformation Programme Board.
- 3.12 The forecast overspend is significantly above that which has been recorded in recent years. Whilst the current year net budget for the Council has increased by £7.7m (5.45%), this is well below the forecast increase in net costs, currently estimated as an increase of £22.952m (15.5%).

### Revenue - Operational Spending

- 3.13 Operational net spending for the first eight months of the year is higher than the budget to date by £14.246m Based on current forecasts it is

estimated net spend will be over budget for the year by £20.757m if no further corrective action is taken.

3.14 Within the overall budget forecast position for the quarter, the key budget variances are as follows;

(i) **Children and Families Department**

The overall forecast financial position at the end of 2024/25 has reduced by £0.631m since last reported at 30 September 2024.

Significant investment as part of a Children's Social Care improvement plan and redesign of the service, has been provided to support the improvement journey. Although, there has been a reduction in forecast overspend, It is important to recognise that the level of spend across the service remains a similar level. The reduction in forecast overspend is primarily due to the increased funding provided, as well as some reductions in other areas.

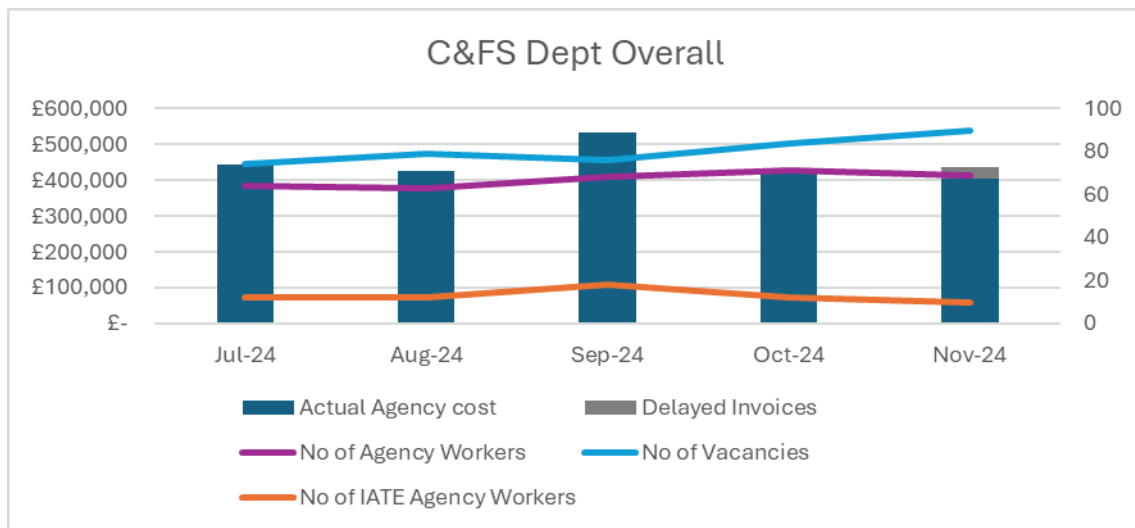
The Children's and Families Department forecast overspend continues to be an area of serious concern and the issues remain the same. These include the difficulty with recruitment of social workers and the subsequent high cost of agency staff, along with spiralling costs of residential placements. This has been an ongoing problem for a number of years.

**Employee Expenditure**

Employee costs are forecast to be over budget profile at the end of financial year 2024/25 by £2.618m, a reduction of £0.438m compared to the end of September 2024.

The reduction mainly relates to the approved additional investment within Children's Services which has resulted in the establishment of 33 new roles across the Department. Agency staff that were previously in addition to the establishment (IATE) are no longer considered as IATE. Additional in-year budget of £0.370m (funded from contingency) has been provided for some of the newly established posts which has helped reduce the overspend position.

The chart below analyses agency costs for the period April to November, for the Children and Families Department. These are based upon the period worked, the number of agency staff where an invoice has been received for each period, the number of vacancies, and the number of staff who are currently in addition to the establishment (IATE).



### Residential Care

Out of Borough Residential Care costs continue to be the main budget pressure for the Children and Families Department, as the costs of residential care have continued to escalate year-on-year. The numbers of young people in residential placements remains high, complexity of care is increasing, and the cost of placements is rising significantly.

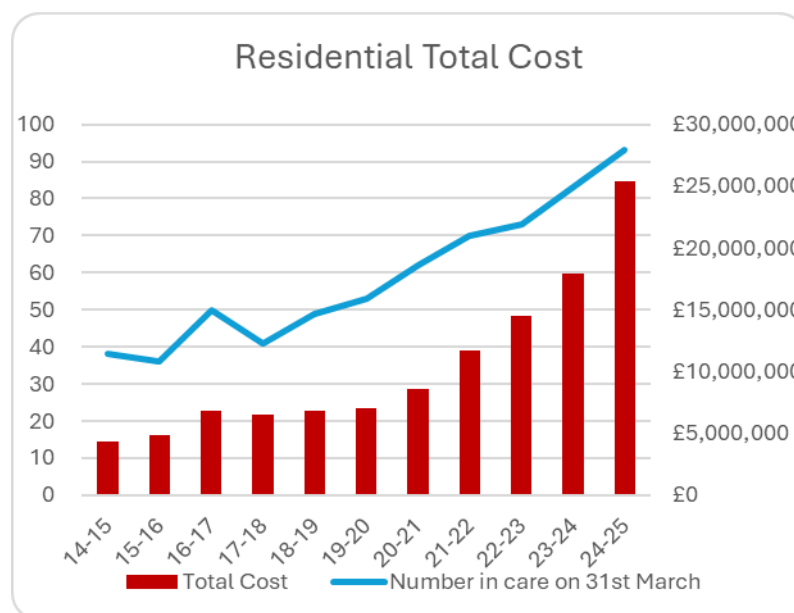
Provision	Weekly Costs	30-Nov-24		30-Sep-24	
		No. Placed	Estimated cost for the year	No. Placed	Estimated cost for the year
Residential	£1000 - £3000	4	476,360	3	425,275
Residential	£3001 - £5000	25	4,956,870	26	5,642,774
Residential	£5001 - £7000	26	7,413,389	27	7,989,196
Residential	£7001 - £15982	17	9,291,964	14	8,215,999
Secure	£6397 - £8137				
Leaving Care	£443 - £7175	14	2,341,056	18	2,643,101
Parent & Child	£2000 - £5500	7	913,562	6	715,298
<b>Total:</b>		<b>93</b>	<b>25,393,201</b>	<b>94</b>	<b>25,631,643</b>

The forecast overspend at the end of financial year is £7.194m for residential placements, which is a reduction of £0.200m since last reported.

Overall the cost of packages is increasing due to the complexity of support the young people require, as well as inflationary package cost increases. This is a national issue and market factors such as low supply and high demand have resulted in the costs of residential care packages rising significantly over the past year in particular, meaning that the level of spend is unsustainable at the current rate.

A number of initiatives are taking place to try and address the issue, including the operation of a High Cost Placement Panel, where high cost packages are individually scrutinised to ensure the placement is correct for the young person’s needs and is provided at the best available cost.

The graph below illustrates the rising costs of Residential Care, for consistency this does not include the costs of Unaccompanied Asylum-Seeking Children (UASC) as these costs were not included in previous years.



(ii) **Adult Social Care Directorate**

Community Care

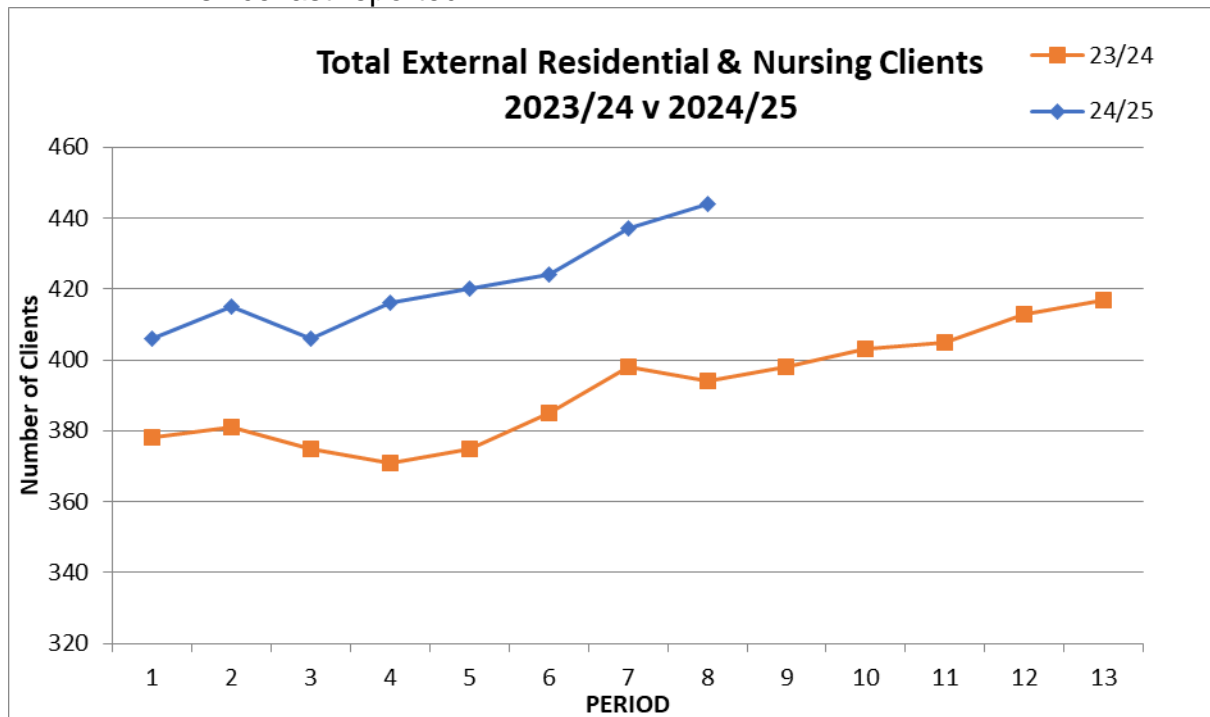
At the end of November 2024 expenditure on Community Care services is over budget profile by £1.569m. It is anticipated that at the end of the financial year it will be overspent by £2.951m. This is an increase of £0.518k from the previous forecast reported at the end of September. Note the September forecast was based upon August figures, hence this increase is over three months.

Residential & Nursing Care

There are currently 444 residents in permanent external residential/nursing care as at the end of November 2024 compared to 406 in April, an increase of 9.3%. Compared to the 2023/24 average of 390 this is an increase of 13.8%. The average cost of a package of care since April 2024 has increased from £866 to £873 a slight increase of 0.8%. Based on this average cost the 24 additional service users from August to November will cost approximately £0.491m to year-end. In addition, there are 92 residents placed within the Council’s in-house care homes.

The graph below illustrates the demand for permanent placements.

However, it is not only permanent placements that are increasing, as short-stay placements are also increasing fuelled by Pathway 3 Discharge to Assess. Health provide funding for four weeks, but generally when this funding ends the cost falls to the Council. Very few residents tend to qualify for Continuing Healthcare funding from Health. Short-stay placements have increased by £0.183m since last reported.



There are 25 external packages which charge top-up amounts currently costing £4,138 per week. The full year forecast spend is circa £0.159m.

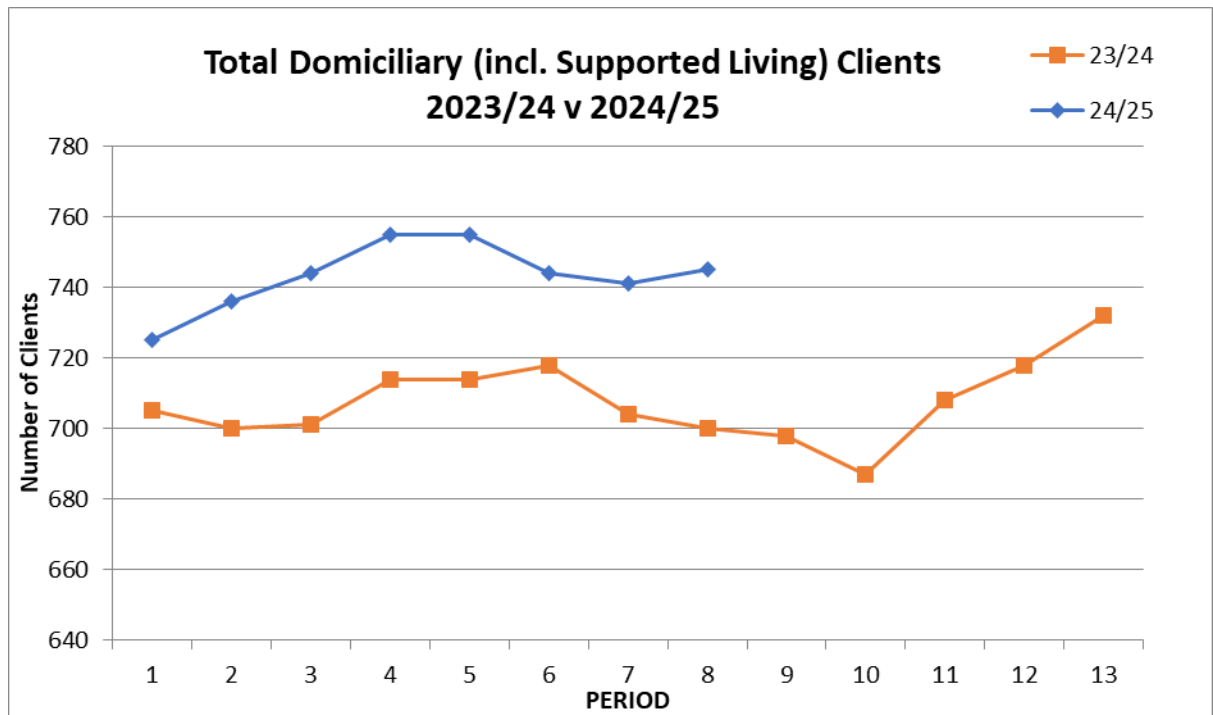
Extra 1 to 1 hours in external care homes currently cost £8,339 per week and the forecast to year end for this is circa £0.492m. This is for 18 individuals to date. Last year 20 individuals received 1 to 1 care at a total cost of £0.255m. This suggests that either people are receiving more hours of care, or the rate is higher than last year.

Domiciliary Care & Supported Living

There are currently 745 service users receiving a package of care at home compared to 755 in August, a slight decrease of 1.3%. However, the average number of service users during 2023/24 was 707, so there has been an increase of 5.3% demonstrating that demand for the service has increased this financial year. The average cost of a package of care has increased by 3.5%, from £515 to £533.



The graph below illustrates the demand for the service from April 2023 to date.



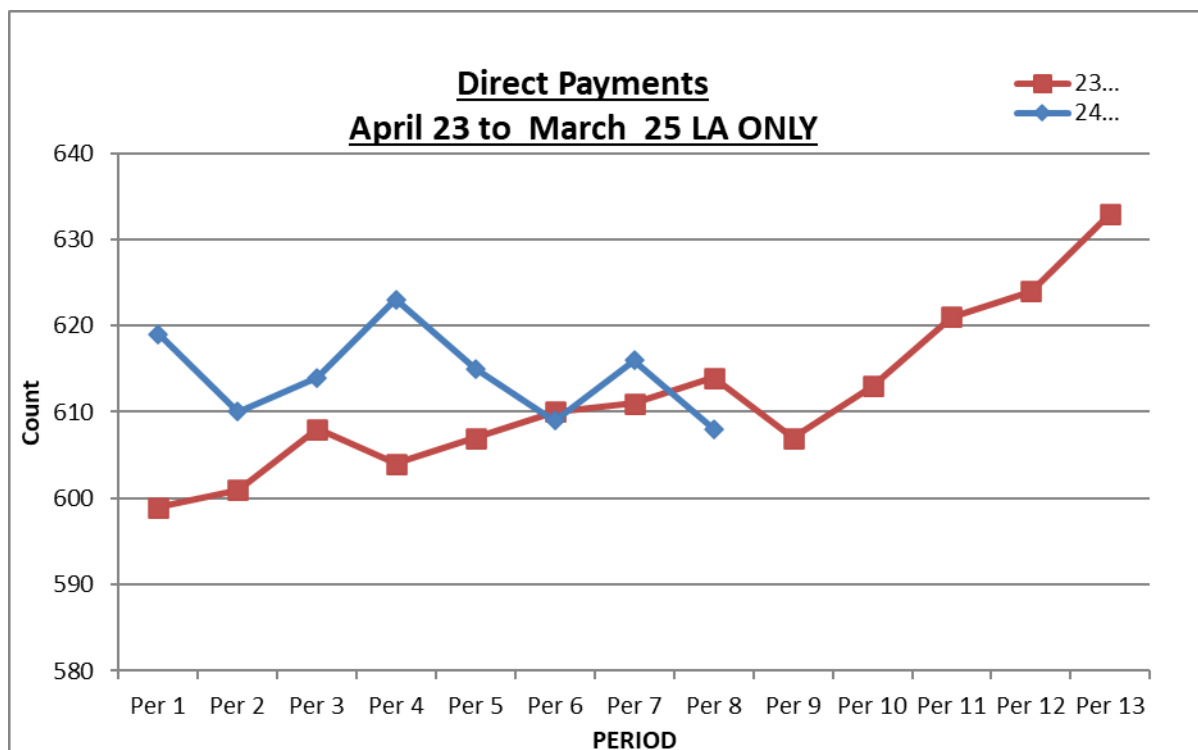
The average cost of a package of care is currently £533 compared with £491 in April, an increase of 8.6%.

Direct Payments

In November 2024, 608 clients received a Direct Payment (DP) compared with 619 in April 2024, a very slight decrease of 1.7%. However, the average number of DP's in 2023/24 was 591, therefore, there has been an increase of 2.8% on last year's average.

The average cost of a package of care has decreased since April 2024 from £529 to £472 in November 2024, a reduction of 10.7%.

The forecast position for Direct Payments assumes an amount of £1.4m will be recovered from users, following the ongoing audit process to seek assurance that the DP is spent in line with their care and support needs. Variations to the amount recovered will directly affect the forecast.



### **Care Homes**

The spend to 30 November 2024 across the Division is over budget profile by £0.873m. The forecast for the end of 2024/25 financial year is an estimated outturn position of £1.245m over budget. This is assuming the level of agency staffing continues at a similar rate and includes higher spend assumptions later in the financial year due to winter pressures surrounding staffing and utilities.

Recruitment of staff is a continued pressure across the care homes, where there remains a high number of staff vacancies. A proactive rolling recruitment exercise is ongoing, supported by HR.

Due to pressures with recruitment and retention in the sector, heavy reliance is being placed on overtime and expensive agency staff to support the care homes. At the end of November 2024 total agency spend across the care homes reached £2.383m, the cost of which has partially been offset by staff vacancies.

### **(iii) Education, Inclusion and Provision**

Schools Transport is the main budget pressure for the Education, Inclusion and Provision Department. The Council has a statutory responsibility to provide Special Educational Needs (SEN) pupils with transport. This is split into two main areas of SEN pupils attending In-Borough and Out-of-Borough Schools.

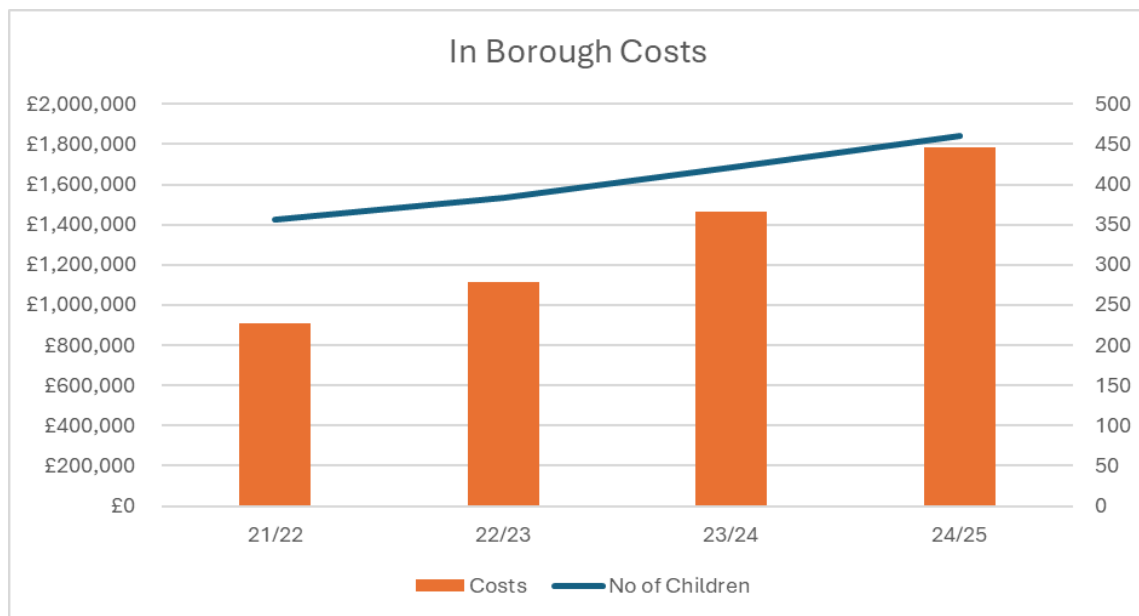
The table below illustrates the split between the two areas, and how each areas spend compares to the budget.

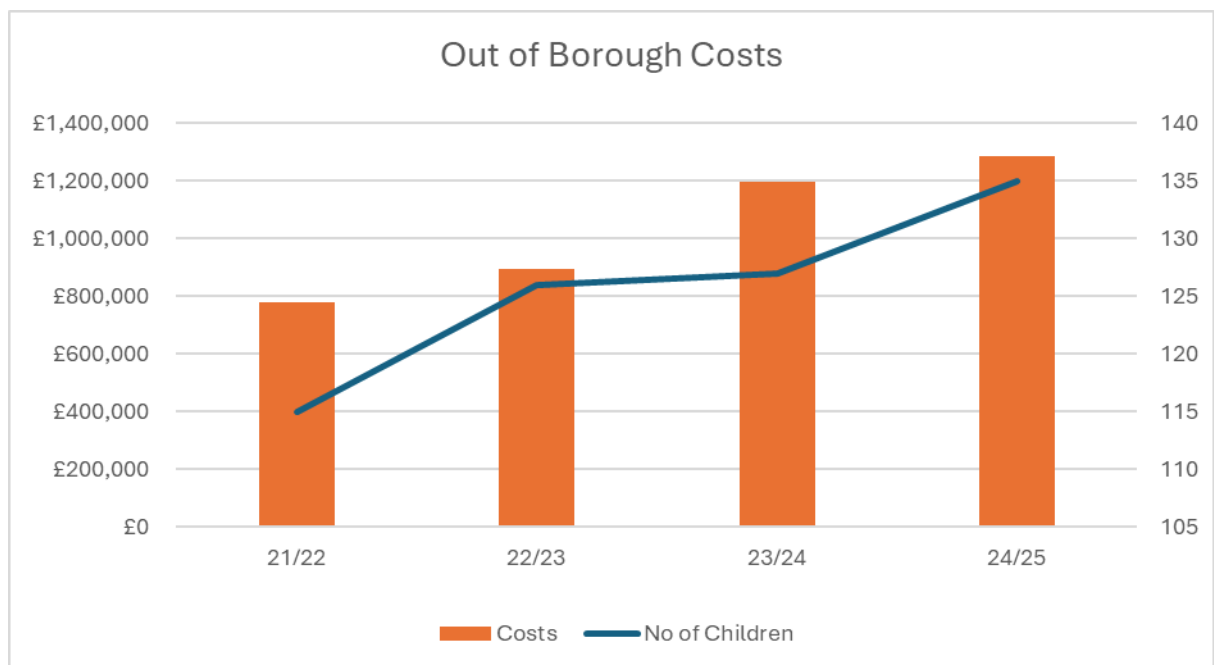
2024-25 as at Nov-24					
Area	Number of Users	Budget £000	Projected Spend £000	Variance £000	Average Cost per User
In Borough	461	1,826	1,783	43	£3,869
Out of Borough	135	489	1,286	(797)	£9,528
<b>Total</b>	<b>596</b>	<b>2,315</b>	<b>3,070</b>	<b>(754)</b>	

There are currently 596 service users, the majority of which attend schools within the Borough. The Out-of-Borough overspend has increased since the end of September 2024, to £0.852m.

During the current Academic year, it is anticipated that these figures will continue to rise, based upon historic information. The demand for the School Transport Service continues to increase in line with the increasing number of pupils with SEN within the Borough.

The graphs below show the trend in the number of SEN children using this service and the associated costs.





A further pressure on the departmental budget for the year relates to Psychology and SEN Assessment services provided to schools. For a number of years these costs have been funded by the Dedicated Schools Grant (DSG). The Department for Education have recently advised that these costs cannot be DSG funded as they are outside of scope in meeting the grant conditions. It is therefore currently assumed this cost will fall upon the Council's budget at a cost of £0.860m, until at such time other sources of funding are found.

#### (iv) **ICT Department**

At the end of the 2024/25 financial year it is forecasted that the ICT and Administration Department will be over the approved budget profile by £0.657m.

The main pressures faced by the ICT and Administration Department is in relation to the IT infrastructure, with the move to Microsoft 365, staff have been able to utilise much more efficient hardware. However, the software utilised by the new hardware is at a premium and will be a continuous pressure the Council will need to react to as prices fluctuate.

#### (v) **Community and Greenspaces Department**

The net departmental expenditure is forecast to be £0.616m under budget at the end of the 2024/25 financial year. This is an improved position from the expected £0.395m forecasted previously.

The largest contributor to the underspend is in relation to spend on Employees, which is currently forecast to be £1.012m under the approved budget profile by the end of the financial year. There are

several restructures taking place across the Department, therefore, in order to facilitate these a number of posts are currently being held vacant until the new structure is implemented. The most notable of these being the new structure being implemented when the new Halton Leisure Centre opens.

### Collection Fund

- 3.15 The council tax collection rate through to the end of November 2024 is 71.43% which is 0.14% lower than the collection rate at the same point last year.

Debt relating to previous years continues to be collected, and the Council utilises powers through charging orders and attachment to earnings/benefits to secure debts. £1.811m (10.28%) has so far been collected this year in relation to previous years' debt.

- 3.16 Business rate collection through to the end of November 2024 is 76.03% which is 2.39% higher than the collection rate at the same point last year.

£1.694m has so far been collected this year in relation to previous years' debt.

### Review of Reserves

- 3.17 As at 30 November 2024 the Council's General Reserve is unchanged from the previous period at £5.149m, which represents 3.44% of the Council's 2024/25 net budget. This is considered to be a minimum level.

- 3.18 There is a regular review of earmarked reserves undertaken to determine whether they can be released in part or in full to assist with funding the Council's current financial challenges, recognising that this only provides one-year funding solutions.

### Reserves Summary

- 3.19 A summary breakdown of the Council's reserves is presented in the table below, showing the balance of reserves as at 30 November 2024.

<b>Summary of General and Earmarked Reserves</b>	
<b>Reserve</b>	<b>Reserve Value £m</b>
<b>Corporate:</b>	
General Fund	5.149
Transformation Fund	6.355
Capital Reserve	0.499
Insurance Reserve	1.000
<b>Specific Projects:</b>	
Adult Social Care	0.507
Fleet Replacement	0.418
Highways Feasibility Costs	0.102

Local Development Framework	0.494
Community & Environment	0.253
Mersey Valley Golf Club	0.483
Mersey Gateway	27.222
Various Other	0.554
<b>Grants:</b>	
Building Schools for the Future	6.529
Public Health	1.881
Supporting Families Performance Payments	0.534
Children's & Education	0.741
Domestic Abuse	1.186
Enterprise & Employment	0.115
Various Other	0.766
<b>Total Earmarked Reserves</b>	<b>54.788</b>

3.20 Held within the Transformation Reserve is £6.355m, set aside to help fund future balanced budgets, fund overspends, and meet a range of potential spending commitments in future years associated with delivering the Transformation Programme.

3.21 The above table shows the diminishing level of reserves available to assist with funding any future budget overspends and balancing future budgets. Only the £11.484m of the General Fund and Transformation Reserve could now be used for these purposes, as all remaining reserves are committed for specific purposes. Use of these reserves will help contribute towards reducing the Council's overall forecast overspend position and mitigate against the level of Exceptional Financial Support required.

### **Capital Spending**

3.22 Council approved the 2024/25 Capital Programme on 6 March 2024. Since then the capital programme has been revised to reflect a number of changes in spending profiles and funding as schemes have developed. Appendix 3 brings all the separate elements together and report on the Council's total planned capital programme expenditure over the next three years. The schemes which have been revised within the programme are as follows:

- a. Family Hubs & Start for Life
- b. Joint Funding RSL Adaptations
- c. Madeline McKenna Refurbishment
- d. Runcorn Station Quarter
- e. Mersey Gateway Handback Land

- 3.23 Capital spending at 30 November 2024 totalled £26.1m, which represents 37.5% of the total Capital Programme of £69.6m (which assumes a 20% slippage between years).

#### **Approved Savings**

- 3.24 On 02 February 2023, Council approved savings proposals against the budget for the three year period 01 April 2023 to 31 March 2026. Appendix 4 lists those savings covering 2024/25 and 2025/26, together with RAG rated information on progress to date with developing and implementing the target savings.

### **4.0 CONCLUSIONS**

- 4.1 As at 30 November 2024, net revenue spend is forecast to be £20.757m over the budget for the year.
- 4.2 It is clear that Council reserves alone will not be sufficient to fund this pressure. As a result of this position and future budget challenges, the Council has applied to Government for Exceptional Financial Support (EFS).
- 4.3 Departments should continue to ensure that all spending continues to be limited to only what is absolutely essential throughout the remainder of the year, to ensure that the forecast outturn overspend is minimised as far as possible and future spending is brought in line with budget. This will assist with minimising the ongoing cost of EFS borrowing.

### **5.0 POLICY IMPLICATIONS**

- 5.1 None.

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

#### **6.1 Improving Health, Promoting Wellbeing and Supporting Greater Independence**

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

#### **6.2 Building a Strong, Sustainable Local Economy**

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

#### **6.3 Supporting Children, Young People and Families**

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

**6.4 Tackling Inequality and Helping Those Who Are Most In Need**

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

**6.5 Working Towards a Greener Future**

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

**6.6 Valuing and Appreciating Halton and Our Community**

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.

7.2 A budget risk register of significant financial risks has been prepared and is included at Appendix 5.

**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 30 November 2024

APPENDIX 1

Directorate / Department	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance (Overspend) £'000	November 2024 Forecast Outturn (o'spend) £'000	September 2024 Forecast Outturn (o'spend) £'000
Adult Social Care	22,806	15,080	15,367	(287)	(456)	(335)
Care Homes	9,989	6,519	7,392	(873)	(1,245)	(1,198)
Community Care	16,460	12,980	14,549	(1,569)	(2,951)	(2,433)
Complex Care Pool	10,704	1,972	1,660	312	234	308
<b>Adults Directorate</b>	<b>59,959</b>	<b>36,551</b>	<b>38,968</b>	<b>(2,417)</b>	<b>(4,418)</b>	<b>(3,658)</b>
Finance	5,030	6,099	6,156	(57)	(162)	369
Legal & Democratic Services	-618	-360	447	(807)	(1,137)	(976)
ICT & Support Services	2,279	886	1,308	(422)	(657)	(588)
Chief Executives Delivery Unit	1,169	595	602	(7)	(14)	(63)
<b>Chief Executives Directorate</b>	<b>7,860</b>	<b>7,220</b>	<b>8,513</b>	<b>(1,293)</b>	<b>(1,970)</b>	<b>(1,258)</b>
Children & Families	38,745	21,153	29,602	(8,449)	(11,702)	(12,333)
Education, Inclusion & Provision	9,771	4,802	5,908	(1,106)	(1,598)	(1,642)
<b>Children's Directorate</b>	<b>48,516</b>	<b>25,955</b>	<b>35,510</b>	<b>(9,555)</b>	<b>(13,300)</b>	<b>(13,975)</b>
Community & Greenspace	25,370	15,065	14,840	225	616	395
Economy, Enterprise & Property	2,335	923	815	108	123	30
Planning & Transportation	8,405	4,099	3,545	554	528	102
<b>Environment &amp; Regeneration Directorate</b>	<b>36,110</b>	<b>20,087</b>	<b>19,200</b>	<b>887</b>	<b>1,267</b>	<b>527</b>
Corporate & Democracy	-4,240	-3,659	-1,721	(1,938)	(2,418)	(2,380)
Public Health Directorate	1,291	-962	-1,032	70	82	102
<b>Total Operational Net Spend</b>	<b>149,496</b>	<b>85,192</b>	<b>99,438</b>	<b>(14,246)</b>	<b>(20,757)</b>	<b>(20,642)</b>



## Adult Social Care

## APPENDIX 2

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	17,559	11,684	10,956	728	1,092
Agency- Covering Vacancies	0	0	796	(796)	(1,194)
Premises	482	360	334	26	40
Supplies & Services	637	452	588	(136)	(180)
Aids & Adaptations	37	25	34	(9)	(14)
Transport	242	161	245	(84)	(130)
Food & Drink Provisions	211	142	123	19	29
Supported Accommodation and Services	1,385	923	828	95	150
Emergency Duty Team	115	0	0	0	0
Transfer To Reserves	269	0	0	0	0
Contracts & SLAs	1,090	738	738	0	0
<b>Housing Solutions Grant Funded Schemes</b>					
Homelessness Prevention	471	150	151	(1)	0
Rough Sleepers Initiative	167	48	46	2	0
Trailblazer	100	50	43	7	0
<b>Total Expenditure</b>	<b>22,765</b>	<b>14,733</b>	<b>14,882</b>	<b>(149)</b>	<b>(207)</b>
<b>Income</b>					
Fees & Charges	-860	-574	-526	(48)	(70)
Sales & Rents Income	-480	-368	-378	10	10
Reimbursements & Grant Income	-2,195	-858	-905	47	47
Capital Salaries	-121	-61	-61	0	0
Transfer from Reserves	-49	-49	-49	0	0
Housing Schemes Income	-731	-731	-735	4	4
<b>Total Income</b>	<b>-4,436</b>	<b>-2,641</b>	<b>-2,654</b>	<b>13</b>	<b>(9)</b>
<b>Net Operational Expenditure</b>	<b>18,329</b>	<b>12,092</b>	<b>12,228</b>	<b>(136)</b>	<b>(216)</b>
<b>Recharges</b>					
Premises Support	529	353	353	0	0
Transport Support	582	402	553	(151)	(240)
Central Support	3,465	2,308	2,308	0	0
Asset Rental Support	13	0	0	0	0
Recharge Income	-112	-75	-75	0	0
<b>Net Total Recharges</b>	<b>4,477</b>	<b>2,988</b>	<b>3,139</b>	<b>(151)</b>	<b>(240)</b>
<b>Net Departmental Expenditure</b>	<b>22,806</b>	<b>15,080</b>	<b>15,367</b>	<b>(287)</b>	<b>(456)</b>

## Care Homes

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
<b><u>Madeline Mckenna</u></b>					
Employees	698	466	443	23	28
Agency - covering vacancies	0	0	87	(87)	(150)
Other Premises	101	65	65	0	(2)
Supplies & Services	20	10	17	(7)	(6)
Food Provison	48	28	33	(5)	(1)
<b>Total Madeline Mckenna Expenditure</b>	<b>867</b>	<b>569</b>	<b>645</b>	<b>(76)</b>	<b>(131)</b>
<b><u>Millbrow</u></b>					
Employees	2,057	1,271	853	418	782
Agency - covering vacancies	3	3	656	(653)	(1,077)
Other Premises	129	89	101	(12)	(35)
Supplies & Services	61	36	71	(35)	(36)
Food Provison	78	33	39	(6)	1
<b>Total Millbrow Expenditure</b>	<b>2,328</b>	<b>1,432</b>	<b>1,720</b>	<b>(288)</b>	<b>(365)</b>
<b><u>St Luke's</u></b>					
Employees	2,884	1,922	1,420	502	740
Agency - covering vacancies	250	250	931	(681)	(1,042)
Premises	172	104	164	(60)	(86)
Supplies & Services	60	33	64	(31)	(35)
Reimbursement & Grant Income	-103	-103	-103	0	0
Client Income	-44	-44	-44	0	0
Food Provison	120	80	88	(8)	(9)
<b>Total St Luke's Expenditure</b>	<b>3,339</b>	<b>2,242</b>	<b>2,520</b>	<b>(278)</b>	<b>(432)</b>
<b><u>St Patrick's</u></b>					
Employees	1,838	1,225	813	412	612
Agency - covering vacancies	42	42	709	(667)	(1,007)
Other Premises	157	95	95	0	(10)
Supplies & Services	64	38	37	1	5
Food Provison	122	82	70	12	14
Reimbursement & Grant Income	-21	-21	-21	0	0
<b>Total St Patrick's Expenditure</b>	<b>2,202</b>	<b>1,461</b>	<b>1,703</b>	<b>(242)</b>	<b>(386)</b>
<b><u>Care Homes Divison Management</u></b>					
Employees	306	184	170	14	73
Supplies & Services	0	0	3	(3)	(4)
<b>Care Home Divison Management</b>	<b>306</b>	<b>184</b>	<b>173</b>	<b>11</b>	<b>69</b>
<b>Net Operational Expenditure</b>	<b>9,042</b>	<b>5,888</b>	<b>6,761</b>	<b>(873)</b>	<b>(1,245)</b>
<b>Recharges</b>					
Premises Support	264	176	176	0	0
Transport Support	0	0	0	0	0
Central Support	683	455	455	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	0	0	0	0	0
<b>Net Total Recharges</b>	<b>947</b>	<b>631</b>	<b>631</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>9,989</b>	<b>6,519</b>	<b>7,392</b>	<b>(873)</b>	<b>(1,245)</b>

## Community Care

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Residential & Nursing	13,715	9,941	11,428	(1,487)	(2,503)
Domiciliary Care & Supported living	12,890	8,564	8,574	(10)	(17)
Direct Payments	14,125	9,838	10,063	(225)	(570)
Day Care	648	377	366	11	19
<b>Total Expenditure</b>	<b>41,378</b>	<b>28,720</b>	<b>30,431</b>	<b>(1,711)</b>	<b>(3,071)</b>
<b>Income</b>					
Residential & Nursing Income	-13,138	-8,457	-8,039	(418)	88
Community Care Income	-2,270	-1,364	-1,459	95	35
Direct Payments Income	-1,014	-521	-624	103	8
Income from other CCGs	-466	-34	-396	362	0
Market sustainability & Improvement Grant	-2,796	-1,864	-1,864	0	0
Adult Social Care Support Grant	-5,167	-3,445	-3,445	0	0
War Pension Disregard Grant	-67	-55	-55	0	(11)
<b>Total Income</b>	<b>-24,918</b>	<b>-15,740</b>	<b>-15,882</b>	<b>142</b>	<b>120</b>
<b>Net Operational Expenditure</b>	<b>16,460</b>	<b>12,980</b>	<b>14,549</b>	<b>(1,569)</b>	<b>(2,951)</b>

## Complex Care Pool

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Intermediate Care Services	5,220	3,087	3,243	(156)	(234)
Oakmeadow	1,831	1,192	1,259	(67)	(100)
Community Home Care First	2,111	1,196	1,124	72	107
Joint Equipment Store	871	553	553	0	0
Development Fund	191	77	0	77	115
Contracts & SLA's	3,171	586	586	0	0
Inglenook	127	85	66	19	28
HICafs	3,703	2,026	1,744	282	423
Carers Breaks	494	303	226	77	115
Carers centre	371	357	342	15	23
Residential Care	7,225	3,629	3,629	0	0
Domiciliary Care & Supported Living	4,227	2,113	2,113	0	0
Pathway 3/Discharge Access	391	0	0	0	0
HBC Contracts	72	54	58	(4)	(6)
<b>Total Expenditure</b>	<b>30,005</b>	<b>15,258</b>	<b>14,943</b>	<b>315</b>	<b>471</b>
<b>Income</b>					
BCF	-13,484	-8,990	-8,990	0	0
CCG Contribution to Pool	-2,865	-1,910	-1,910	0	0
Oakmeadow Income	-19	-16	-13	(3)	(4)
ASC Discharge Grant Income	-1,631	-1,088	-1,088	0	0
ICB Discharge Grant Income	-1,282	-1,282	-1,282	0	0
Other Income	-20	0	0	0	0
<b>Total Income</b>	<b>-19,301</b>	<b>-13,286</b>	<b>-13,283</b>	<b>(3)</b>	<b>(4)</b>
ICB Contribution Share of Surplus					(233)
<b>Net Operational Expenditure</b>	<b>10,704</b>	<b>1,972</b>	<b>1,660</b>	<b>312</b>	<b>234</b>

## Finance Department

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	6,989	4,664	4,600	64	96
Insurances	975	566	362	204	306
Supplies & Services	417	261	441	(180)	(263)
Rent Allowances	35,500	20,669	20,669	0	0
Concessionary Travel	1,748	556	659	(103)	(154)
LCR Levy	1,748	0	0	0	0
Bad Debt Provision	77	0	97	(97)	(145)
Non HRA Rent Rebates	70	34	29	5	7
Discretionary Social Fund	106	75	11	64	96
Discretionary Housing Payments	300	146	134	12	18
Household Support Fund Expenditure	2,625	2,158	2,158	0	0
<b>Total Expenditure</b>	<b>50,555</b>	<b>29,129</b>	<b>29,160</b>	<b>(31)</b>	<b>(39)</b>
<b>Income</b>					
Fees & Charges	-335	-210	-214	4	6
Burdens Grant	-60	-62	-78	16	24
Dedicated schools Grant	-144	-13	0	(13)	(19)
Council Tax Liability Order	-581	-446	-547	101	152
Business Rates Admin Grant	-157	0	0	0	0
Schools SLAs	-312	-312	-307	(5)	(5)
LCR Reimbursement	-1,748	0	0	0	0
HB Overpayment Debt Recovery	-400	-264	-191	(73)	(109)
Rent Allowances	-34,700	-18,548	-18,287	(261)	(391)
Non HRA Rent Rebate	-70	-47	-49	2	2
Discretionary Housing Payment Grant	-300	-300	-93	(207)	(23)
Housing Benefits Admin Grant	-498	-332	-326	(6)	(9)
Housing Benefits Award Accuracy	0	0	-12	12	12
Universal Credits	-5	-3	0	(3)	(5)
Household Support Fund Grant	-2,625	0	-243	243	0
VEP Grant	0	0	-5	5	5
CCG McMillan Reimbursement	-87	-44	-48	4	5
Reimbursements & Grant Income	-185	-235	-390	155	232
Transfer from Reserves	-7	-7	-7	0	0
<b>Total Income</b>	<b>-42,214</b>	<b>-20,823</b>	<b>-20,797</b>	<b>(26)</b>	<b>(123)</b>
<b>Net Operational Expenditure</b>	<b>8,341</b>	<b>8,306</b>	<b>8,363</b>	<b>(57)</b>	<b>(162)</b>
<b>Recharges</b>					
Premises Support	377	251	251	0	0
Transport Support	0	0	0	0	0
Central Support	2,365	1,577	1,577	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	-6,053	-4,035	-4,035	0	0
<b>Net Total Recharges</b>	<b>-3,311</b>	<b>-2,207</b>	<b>-2,207</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>5,030</b>	<b>6,099</b>	<b>6,156</b>	<b>(57)</b>	<b>(162)</b>



## Legal Services

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	1,511	1,104	1,099	5	7
Agency Related Expenditure	0	0	664	(664)	(914)
Supplies & Services	388	331	294	37	55
Civic Catering & Functions	23	12	4	8	13
Legal Expenses	218	122	281	(159)	(230)
Transport Related Expenditure	11	11	7	4	6
Other Expenditure	0	3	3	0	0
<b>Total Expenditure</b>	<b>2,151</b>	<b>1,583</b>	<b>2,352</b>	<b>(769)</b>	<b>(1,063)</b>
<b>Income</b>					
School SLA's	-98	-78	-77	(1)	(20)
Licence Income	-301	-205	-183	(22)	(33)
Government Grant	-42	-42	-42	0	0
Reimbursement & Other Grants	-164	-164	-164	0	0
Fees & Charges Income	-74	-52	-37	(15)	(21)
Transfer from Reserves	-27	-27	-27	0	0
<b>Total Income</b>	<b>-706</b>	<b>-568</b>	<b>-530</b>	<b>(38)</b>	<b>(74)</b>
<b>Net Operational Expenditure</b>	<b>1,445</b>	<b>1,015</b>	<b>1,822</b>	<b>(807)</b>	<b>(1,137)</b>
<b>Recharges</b>					
Premises Support	53	35	35	0	0
Transport Recharges	0	0	0	0	0
Central Support Recharges	275	184	184	0	0
Asset Rental Support Costs	0	0	0	0	0
Support Recharge Income	-2,391	-1,594	-1,594	0	0
<b>Net Total Recharges</b>	<b>-2,063</b>	<b>-1,375</b>	<b>-1,375</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>-618</b>	<b>-360</b>	<b>447</b>	<b>(807)</b>	<b>(1,137)</b>

## ICT &amp; Support Services Department

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	5,596	3,758	3,567	191	286
Supplies & Services	921	625	941	(316)	(475)
Capital Finance	100	67	12	55	80
Computer Repairs & Software	1,725	1,521	1,770	(249)	(374)
Communication Costs	13	0	100	(100)	(164)
Premises	159	101	88	13	19
Transport	3	3	1	2	0
<b>Total Expenditure</b>	<b>8,517</b>	<b>6,075</b>	<b>6,479</b>	<b>(404)</b>	<b>(628)</b>
<b>Income</b>					
Fees & Charges	-1,056	-529	-562	33	50
Schools SLA Income	-646	-599	-561	(38)	(59)
Reimbursements & Grant Income	0	7	20	(13)	(20)
Transfer from Reserves	-148	-148	-148	0	0
<b>Total Income</b>	<b>-1,850</b>	<b>-1,269</b>	<b>-1,251</b>	<b>(18)</b>	<b>(29)</b>
<b>Net Operational Expenditure</b>	<b>6,667</b>	<b>4,806</b>	<b>5,228</b>	<b>(422)</b>	<b>(657)</b>
<b>Recharges</b>					
Premises Support	550	367	367	0	0
Transport Support	19	15	15	0	0
Central Support	2,380	1,587	1,587	0	0
Asset Rental Support	1,494	0	0	0	0
Support Costs Income	-8,831	-5,889	-5,889	0	0
<b>Net Total Recharges</b>	<b>-4,388</b>	<b>-3,920</b>	<b>-3,920</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>2,279</b>	<b>886</b>	<b>1,308</b>	<b>(422)</b>	<b>(657)</b>

## Chief Executives Delivery Unit

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	3,304	2,229	2,221	8	12
Employees Training	99	66	63	3	2
Apprenticeship Levy	300	187	193	(6)	(10)
Supplies & Services	391	267	240	27	41
<b>Total Expenditure</b>	<b>4,094</b>	<b>2,749</b>	<b>2,717</b>	<b>32</b>	<b>45</b>
<b>Income</b>					
Fees & Charges	-223	-146	-141	(5)	(8)
Schools SLA Income	-565	-548	-509	(39)	(56)
Transfer from Reserves	0	0	-5	5	5
<b>Total Income</b>	<b>-788</b>	<b>-694</b>	<b>-655</b>	<b>(39)</b>	<b>(59)</b>
<b>Net Operational Expenditure</b>	<b>3,306</b>	<b>2,055</b>	<b>2,062</b>	<b>(7)</b>	<b>(14)</b>
<b>Recharges</b>					
Premises Support	174	116	116	0	0
Transport	0	0	0	0	0
Central Support	1,209	806	806	0	0
Asset Rental Support	53	0	0	0	0
HBC Support Costs Income	-3,573	-2,382	-2,382	0	0
<b>Net Total Recharges</b>	<b>-2,137</b>	<b>-1,460</b>	<b>-1,460</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>1,169</b>	<b>595</b>	<b>602</b>	<b>(7)</b>	<b>(14)</b>

## Children &amp; Families

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	15,544	9,828	11,607	(1,779)	(2,618)
Other Premises	415	199	227	(28)	(24)
Supplies & Services	1,725	1,612	1,966	(354)	(589)
Transport	360	210	176	34	44
Direct Payments	1,097	701	827	(126)	(206)
Commissioned services to Vol Orgs	224	134	134	0	0
Residential Care	17,727	9,509	14,895	(5,386)	(7,194)
Out of Borough Adoption	96	48	0	48	96
Out of Borough Fostering	4,253	2,336	3,051	(715)	(955)
In House Adoption	548	304	253	51	63
Special Guardianship Order	2,510	1,577	1,617	(40)	(59)
In House Foster Carer Placements	2,739	1,738	1,532	206	310
Lavender House Contract Costs	234	141	128	13	15
Home Support & Respite	340	177	224	(47)	(73)
Care Leavers	248	215	295	(80)	(130)
Family Support	53	27	39	(12)	(18)
Contracted services	3	2	2	0	0
Early Years	0	0	0	0	0
Emergency Duty	132	37	72	(35)	(51)
Youth Offending Services	321	124	169	(45)	(73)
Transfer to Reserves	8	0	0	0	0
<b>Total Expenditure</b>	<b>48,577</b>	<b>28,919</b>	<b>37,214</b>	<b>(8,295)</b>	<b>(11,462)</b>
<b>Income</b>					
Fees & Charges	-33	-9	0	(9)	(12)
Sales Income	-4	-3	0	(3)	(5)
Rents	-81	-41	-37	(4)	0
Reimbursement & other Grant Income	-787	-598	-506	(92)	(137)
Transfer from reserve	-82	-82	-82	0	0
Dedicated Schools Grant	-50	0	0	0	0
Government Grants	-10,528	-8,189	-8,143	(46)	(86)
<b>Total Income</b>	<b>-11,565</b>	<b>-8,922</b>	<b>-8,768</b>	<b>(154)</b>	<b>(240)</b>
<b>Net Operational Expenditure</b>	<b>37,012</b>	<b>19,997</b>	<b>28,446</b>	<b>(8,449)</b>	<b>(11,702)</b>
<b>Recharges</b>					
Premises Support	398	266	266	0	0
Transport	16	11	11	0	0
Central Support Recharges	2,274	1,516	1,516	0	0
Asset Rental Support	0	0	0	0	0
Internal Recharge Income	-955	-637	-637	0	0
<b>Net Total Recharges</b>	<b>1,733</b>	<b>1,156</b>	<b>1,156</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>38,745</b>	<b>21,153</b>	<b>29,602</b>	<b>(8,449)</b>	<b>(11,702)</b>

## Education, Inclusion & Provision

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	7,313	4,887	5,108	(221)	(283)
Agency - covering vacancies	0	0	199	(199)	(290)
Agency - addition to establishment	72	48	14	34	58
Premises	14	12	11	1	3
Supplies & Services	4,152	2,676	2,617	59	88
Independent School Fees	9,113	5,618	5,618	0	0
Schools Contingency	225	157	157	0	0
Transport	43	23	30	(7)	(10)
Schools Transport	2,341	1,033	1,536	(503)	(754)
Early Years Payments	10,372	6,995	6,995	0	0
Early Years Pupil Premium	154	94	94	0	
Commissioned Services	1,719	890	1,090	(200)	(300)
Inter Authority Special Needs	1,175	795	795	0	0
Grants to Voluntary Organisations	182	84	77	7	10
Capital Financing	4,608	2,805	2,805	0	1
<b>Total Expenditure</b>	<b>41,483</b>	<b>26,117</b>	<b>27,146</b>	<b>(1,029)</b>	<b>(1,477)</b>
<b>Income</b>					
Fees & Charges Income	-424	-414	-414	0	(14)
Government Grant Income	-7,747	-5,300	-5,300	0	0
Dedicated Schools Grant	-23,331	-15,554	-15,554	0	0
Inter Authority Income	-366	-216	-216	0	0
Reimbursements & Other Grant Income	-1,779	-1,098	-1,098	0	0
Schools SLA Income	-473	-383	-399	16	24
Transfers from Reserves	-84	0	0	0	0
<b>Total Income</b>	<b>-34,204</b>	<b>-22,965</b>	<b>-22,981</b>	<b>16</b>	<b>10</b>
<b>Net Operational Expenditure</b>	<b>7,279</b>	<b>3,152</b>	<b>4,165</b>	<b>(1,013)</b>	<b>(1,467)</b>
<b>Recharges</b>					
Premises Support	344	229	229	0	0
Transport Support	528	352	445	(93)	(131)
Central Support	1,603	1,069	1,069	0	0
Asset Rental Support	17	0	0	0	0
Recharge Income	0	0	0	0	0
<b>Net Total Recharges</b>	<b>2,492</b>	<b>1,650</b>	<b>1,743</b>	<b>(93)</b>	<b>(131)</b>
<b>Net Departmental Expenditure</b>	<b>9,771</b>	<b>4,802</b>	<b>5,908</b>	<b>(1,106)</b>	<b>(1,598)</b>

## Community & Greenspaces

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	17,435	11,470	10,795	675	1,012
Agency - covering vacancies	0	0	149	(149)	(224)
Agency - in addition to establishment	0	0	164	(164)	(246)
Premises	3,455	2,004	2,092	(88)	(90)
Supplies & Services	2,186	1,304	1,381	(77)	(115)
Hired & Contracted Services	623	623	623	0	0
Book Fund	128	96	96	0	0
Food Provisions	388	281	259	22	33
School Meals Food	1,960	972	1,025	(53)	(80)
Transport	117	52	74	(22)	(33)
Other Agency Costs	429	340	340	0	0
Other Expenditure	0	0	63	(63)	(64)
Waste Disposal Contracts	7,002	3,317	3,131	186	279
Grants to Voluntary Organisations	64	44	27	17	26
Grants to Norton Priory	172	172	172	0	0
<b>Total Expenditure</b>	<b>33,959</b>	<b>20,675</b>	<b>20,391</b>	<b>284</b>	<b>498</b>
<b>Income</b>					
Sales Income	-1,373	-991	-973	(18)	(26)
Fees & Charges Income	-5,490	-4,016	-4,122	106	158
Rental Income	-235	-135	-170	35	53
Markets Income	-910	-446	-437	(9)	(12)
Government Grant Income	-1,337	-1,337	-1,337	0	0
Reimbursements & Other Grant Income	-703	-361	-361	0	0
School SLA Income	-1,313	-564	-564	0	0
School Meals Income	-3,598	-1,942	-1,808	(134)	(200)
Internal Fees Income	-322	-135	-177	42	64
Capital Salaries	-173	-90	-34	(56)	(84)
Transfers From Reserves	-15	-15	-15	0	202
<b>Total Income</b>	<b>-15,469</b>	<b>-10,032</b>	<b>-9,998</b>	<b>(34)</b>	<b>155</b>
<b>Net Operational Expenditure</b>	<b>18,490</b>	<b>10,643</b>	<b>10,393</b>	<b>250</b>	<b>653</b>
<b>Recharges</b>					
Premises Support	1,675	1,115	1,116	(1)	0
Transport	2,257	1,491	1,515	(24)	(37)
Central Support	3,897	2,581	2,581	0	0
Asset Rental Support	199	0	0	0	0
HBC Support Costs Income	-1,148	-765	-765	0	0
<b>Net Total Recharges</b>	<b>6,880</b>	<b>4,422</b>	<b>4,447</b>	<b>(25)</b>	<b>(37)</b>
<b>Net Departmental Expenditure</b>	<b>25,370</b>	<b>15,065</b>	<b>14,840</b>	<b>225</b>	<b>616</b>

## Economy, Enterprise & Property

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	5,075	3,558	3,285	273	410
Agency - covering vacancies	0	0	198	(198)	(320)
Repairs & Maintenance	1,706	1,280	1,346	(66)	(99)
Premises	136	119	119	0	0
Energy & Water Costs	1,248	666	617	49	74
NNDR	690	691	660	31	31
Rents	173	94	89	5	7
Economic Regeneration Activities	21	0	0	0	0
Security	544	243	278	(35)	(53)
Supplies & Services	506	387	369	18	27
Supplies & Services - Grant	2,090	302	304	(2)	(3)
Grants to Voluntary Organisations	75	85	86	(1)	(1)
Capital Finance	0	0	0	0	0
Transfer to Reserves	185	186	185	1	1
<b>Total Expenditure</b>	<b>12,449</b>	<b>7,611</b>	<b>7,536</b>	<b>75</b>	<b>74</b>
<b>Income</b>					
Fees & Charges Income	-987	-405	-460	55	83
Rent - Commercial Properties	-872	-524	-511	(13)	(20)
Rent - Investment Properties	-38	-26	-26	0	0
Government Grant	-2,510	-1,157	-1,158	1	1
Reimbursements & Other Grant Income	-193	-403	-400	(3)	(5)
Schools SLA Income	-227	-208	-198	(10)	(15)
Recharges to Capital	-295	-214	-217	3	5
Transfer from Reserves	-1,120	-1,164	-1,164	0	0
<b>Total Income</b>	<b>-6,242</b>	<b>-4,101</b>	<b>-4,134</b>	<b>33</b>	<b>49</b>
<b>Net Operational Expenditure</b>	<b>6,207</b>	<b>3,510</b>	<b>3,402</b>	<b>108</b>	<b>123</b>
<b>Recharges</b>					
Premises Support	2,074	1,382	1,382	0	0
Transport Support	30	18	18	0	0
Central Support	1,947	1,298	1,298	0	0
Asset Rental Support	4	0	0	0	0
Recharge Income	-7,927	-5,285	-5,285	0	0
<b>Net Total Recharges</b>	<b>-3,872</b>	<b>-2,587</b>	<b>-2,587</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>2,335</b>	<b>923</b>	<b>815</b>	<b>108</b>	<b>123</b>

## Planning & Transportation Department

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	5,719	3,796	3,535	261	393
Agency - covering vacancies	110	84	120	(36)	(54)
Agency - in addition to establishment	24	22	68	(46)	(69)
Efficiency Savings	-150	-100	0	(100)	(150)
Premises	193	144	111	33	50
Hired & Contracted Services	59	0	96	(96)	(167)
Planning Appeal Decision	0	0	0	0	(300)
Supplies & Services	144	153	260	(107)	(161)
Street Lighting	1,662	502	494	8	12
Highways Maintenance - Routine & Reactive	1,772	946	1,010	(64)	(97)
Highways Maintenance - Programmed Works	1,908	932	718	214	321
Fleet Transport	1,455	978	908	70	105
Bus Support - Halton Hopper Tickets	23	20	15	5	8
Bus Support	498	569	569	0	0
Agency Related Expenditure	8	7	34	(27)	(27)
Grants to Voluntary Organisations	31	31	31	0	0
NRA Levy	74	73	73	0	2
LCR Levy	1,059	529	529	0	0
Contribution to Reserves	359	359	359	0	0
<b>Total Expenditure</b>	<b>14,948</b>	<b>9,045</b>	<b>8,930</b>	<b>115</b>	<b>(134)</b>
<b>Income</b>					
Sales & Rents Income	-97	-65	-111	46	70
Planning Fees	-826	-546	-350	(196)	(294)
Building Control Fees	-245	-163	-163	0	0
Other Fees & Charges	-908	-596	-910	314	472
Grants & Reimbursements	-206	-121	-121	0	0
Government Grant Income	-240	-253	-253	0	0
Halton Hopper Income	-24	-16	-7	(9)	(13)
Recharge to Capital	-467	-89	-89	0	0
LCR Levy Reimbursement	-1,059	-529	-529	0	0
Contribution from Reserves	-1,036	-1,036	-1,036	0	0
<b>Total Income</b>	<b>-5,108</b>	<b>-3,414</b>	<b>-3,569</b>	<b>155</b>	<b>235</b>
<b>Net Operational Expenditure</b>	<b>9,840</b>	<b>5,631</b>	<b>5,361</b>	<b>270</b>	<b>101</b>
<b>Recharges</b>					
Premises Recharges	560	373	373	0	0
Transport Recharges	749	511	509	2	4
Central Recharges	1,534	1,022	1,022	0	0
Asset Charges	851	0	0	0	0
HBC Support Costs Income	-5,129	-3,438	-3,720	282	423
<b>Net Total Recharges</b>	<b>-1,435</b>	<b>-1,532</b>	<b>-1,816</b>	<b>284</b>	<b>427</b>
<b>Net Departmental Expenditure</b>	<b>8,405</b>	<b>4,099</b>	<b>3,545</b>	<b>554</b>	<b>528</b>



## Corporate &amp; Democracy

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b>					
Employees	412	275	235	40	0
Contracted Services	39	24	24	0	0
Supplies & Services	119	98	98	0	0
Premises Expenditure	5	5	7	(2)	0
Transport Costs	1	0	8	(8)	(9)
Members Allowances	983	656	659	(3)	0
Interest Payable - Treasury Management	1,341	894	1,305	(411)	(617)
Interest Payable - Other	115	77	143	(66)	(100)
Bank Charges	132	44	158	(114)	(100)
Audit Fees	348	174	15	159	0
Contingency	667	445	0	445	667
Capital Financing	2,288	2	2	0	301
Debt Management Expenses	20	13	3	10	0
Precepts & Levies	240	160	140	20	30
Transformation Efficiency Savings	-4,000	-2,667	0	(2,667)	(3,871)
<b>Total Expenditure</b>	<b>2,710</b>	<b>200</b>	<b>2,797</b>	<b>(2,597)</b>	<b>(3,699)</b>
<b>Income</b>					
Interest Receivable - Treasury Management	-4,152	-2,768	-3,405	637	956
Interest Receivable - Other	-19	-13	-13	0	0
Other Fees & Charges	-158	-99	-58	(41)	(50)
Grants & Reimbursements	-255	-85	-85	0	333
Government Grant Income	-377	-126	-189	63	42
<b>Total Income</b>	<b>-4,961</b>	<b>-3,091</b>	<b>-3,750</b>	<b>659</b>	<b>1,281</b>
<b>Net Operational Expenditure</b>	<b>-2,251</b>	<b>-2,891</b>	<b>-953</b>	<b>(1,938)</b>	<b>(2,418)</b>
<b>Recharges</b>					
Premises Support	21	14	14	0	0
Transport	0	0	0	0	0
Central Support	1,016	711	711	0	0
Asset Rental Support	0	0	0	0	0
HBC Support Costs Income	-3,026	-1,493	-1,493	0	0
<b>Net Total Recharges</b>	<b>-1,989</b>	<b>-768</b>	<b>-768</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>-4,240</b>	<b>-3,659</b>	<b>-1,721</b>	<b>(1,938)</b>	<b>(2,418)</b>

## Public Health

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	4,762	3,095	3,085	10	20
Agency - covering vacancies	0	0	22	(22)	0
Premises	6	0	0	0	0
Supplies & Services	485	274	218	56	46
Contracts & SLA's	7,547	4,314	4,288	26	16
Transport	4	3	1	2	0
Transfer to Reserves	19	19	19	0	0
Other Agency	24	24	24	0	0
<b>Total Expenditure</b>	<b>12,847</b>	<b>7,729</b>	<b>7,657</b>	<b>72</b>	<b>82</b>
<b>Income</b>					
Fees & Charges	-102	-124	-121	(3)	0
Reimbursements & Grant Income	-349	-331	-332	1	0
Transfer from Reserves	-820	-65	-65	0	0
Government Grant Income	-12,174	-9,116	-9,116	0	0
<b>Total Income</b>	<b>-13,445</b>	<b>-9,636</b>	<b>-9,634</b>	<b>(2)</b>	<b>0</b>
<b>Net Operational Expenditure</b>	<b>-598</b>	<b>-1,907</b>	<b>-1,977</b>	<b>70</b>	<b>82</b>
<b>Recharges</b>					
Premises Support	149	75	75	0	0
Transport Support	22	11	11	0	0
Central Support	2,387	1,194	1,194	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	-669	-335	-335	0	0
<b>Net Total Recharges</b>	<b>1,889</b>	<b>945</b>	<b>945</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>1,291</b>	<b>-962</b>	<b>-1,032</b>	<b>70</b>	<b>82</b>



Capital Programme as at 30 November 2024

Appendix 3

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000	2025/26 Allocation £000	2026/27 Allocation £000
<b>Childrens Directorate</b>										
Capital Repairs	749.0	749.0	151.0	531.0	50.0		732.0	17.0		
Basic Need Projects	600.8	600.8	0.0	0.0	0.0		0.0	600.8		
SEND capital allocation	3,355.2	3,355.2	178.0	519.0	322.0		1,019.0	2,336.2		
SCA unallocated	255.6	448.0	0.0	0.0	0.0		0.0	448.0		
Family Hubs & Start for Life	53.2	110.4	1.3	54.1	10.0		65.4	45.1		
Childcare Expansion	314.8	314.8	0.0	0.0	0.0		0.0	314.8		
<b>Directorate Total</b>	<b>5,328.6</b>	<b>5,578.2</b>	<b>330.3</b>	<b>1,104.1</b>	<b>382.0</b>	<b>0.0</b>	<b>1,816.4</b>	<b>3,761.9</b>	<b>0.0</b>	<b>0.0</b>
<b>Adults Directorate</b>										
Halton Carers Centre Refurbishment	199.0	0.0	0.0	0.0	0.0		0.0	0.0		
Grants - Disabled Facilities	600.0	1,050.0	353.0	227.0	157.0		737.0	313.0	600.0	600.0
Stair Lifts	270.0	200.0	66.0	23.0	62.0		151.0	49.0	270.0	270.0
Joint Funding RSL Adaptations	270.0	200.0	53.0	24.0	81.0		158.0	42.0	270.0	270.0
Telehealthcare Digital Switchover	0.0	135.0	60.0	0.0	20.0		80.0	55.0		
Oakmeadow & Peelhouse Network Improvements	0.0	40.0	0.0	0.0	0.0		0.0	40.0		
Madeline McKenna Refurbishment	0.0	150.0	9.0	73	2.0		84.0	66.0		
Millbrow Refurbishment	0.0	50.0	26.0	8.0	0.0		34.0	16.0		
St Lukes Care Home	0.0	50.0	10.0	14.0	7.0		31.0	19.0		
St Patricks Care Home	1,200.0	50.0	14.0	16.0	-1.0		29.0	21.0		
<b>Directorate Total</b>	<b>2,539.0</b>	<b>1,925.0</b>	<b>591.0</b>	<b>385.0</b>	<b>328.0</b>	<b>0.0</b>	<b>1,304.0</b>	<b>621.0</b>	<b>1,140.0</b>	<b>1,140.0</b>

## Capital Programme as at 30 November 2024 Continued

Scheme Detail	2024/25 Original Allocation	2024/25 Revised Allocation	Q1 Spend	Q2 Spend	Q3 Spend	Q4 Spend	Total Spend	Allocation remaining	2025/26 Allocation	2026/27 Allocation
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Environment &amp; Regeneration Directorate</b>										
Stadium Minor Works	30.0	30.0	7.9	7.7	0.0		15.6	14.4	30.0	30.0
Halton Leisure Centre	8,997.0	8,997.0	2,030.0	3,045.4	2,205.0		7,280.4	1,716.6		
Children's Playground Equipment	67.8	67.8	1.0	1.0	40.0		42.0	25.8	65.0	65.0
Landfill Tax Credit Schemes	340.0	340.0	0.0	0.0	0.0		0.0	340.0	340.0	340.0
Upton Improvements	13.0	13.0	0.0	0.0	0.0		0.0	13.0		
Crow Wood Park Play Area	12.0	12.0	0.0	0.0	0.0		0.0	12.0		
Open Spaces Schemes	600.0	600.0	130.0	154.4	86.0		370.4	229.6	600.0	600.0
Runcorn Town Park	468.6	468.6	0.0	6.8	0.0		6.8	461.8	280.0	280.0
Spike Island / Wigg Island	1,933.5	1,933.5	2.4	4.4	0.0		6.8	1,926.7		
Pickerings Pasture Cafe	503.0	503.0	0.0	0.0	0.0		0.0	503.0		
Replacement Cremator Widnes	308.0	308.0	0.0	77.3	6.0		83.3	224.7		
Litter Bins	20.0	20.0	0.0	0.0	0.0		0.0	20.0	20.0	20.0
3MG	134.5	134.5	0.0	0.0	0.0		0.0	134.5		
Murdishaw redevelopment	21.2	21.2	5.4	0.0	0.0		5.4	15.8		
Equality Act Improvement Works	293.2	93.2	8.7	17.6	59.6		85.9	7.3	300.0	300.0
Foundary Lane Residential Area	1160.0	1160.0	1.8	464.8	2.3		468.9	691.1		
Town Deal	11352.9	11552.9	174.9	261.8	940.0		1,376.7	10,176.2	7,190.4	
Property Improvements	360.2	460.5	4.3	131.1	286.6		422.0	38.5	200.0	200.0
Runcorn Station Quarter	484.7	76.0	0.0	60.5	15.5		76.0	0.0		
Waterloo Building	0.0	75.0	0.0	0.0	0.0		0.0	75.0		
UK Shared Prosperity Fund	178.2	178.2	0.0	0.0	12.2		12.2	166.0		
Runcorn Waterfront Residential Development	484.7	268.7	8.6	122.9	61.5		193.0	75.7		
Changing Places	24.1	24.1	2.5	0.1	1.6		4.2	19.9		
Sci-tech Daresbury Project Violet	2200.0	2200.0	0.0	0.0	0.0		0.0	2,200.0		
Port of Weston	0.0	3,960.0	0.0	1.3	1.7		3.0	3,957.0		
Kingsway Leisure Centre Demolition	0.0	749.5	0.0	30.7	0.0		30.7	718.8		
Bridge and Highway Maintenance	0.0	2,265.6	280.8	313.0	20.0		613.8	1,651.8		







## Capital Programme as at 30 November 2024 Continued

Scheme Detail	2024/25 Original Allocation £000	2024/25 Revised Allocation £000	Q1 Spend £000	Q2 Spend £000	Q3 Spend £000	Q4 Spend £000	Total Spend £000	Allocation remaining £000	2025/26 Allocation £000	2026/27 Allocation £000
Runcorn Busway	0.0	0.0	227.4	80.0	371.0		678.4	-678.4		
ATF3 Murdishaw to Whitehouse	0.0	3,000.0	175.3	363.0	497.0		1,035.3	1,964.7		
ATF4 Widnes Town Centre Accessibility	0.0	114.5	0.0	0.0	0.0		0.0	114.5		
A56 Reconstruction (Delph Lane)	0.0	943.7	351.1	0.0	10.0		361.1	582.6		
Dukesfield ATL (Waterloo Bridge)	0.0	0.0	1.1	0.0	0.0		1.1	-1.1		
LCWIP Phase 2 Daresbury	0.0	3,861.7	629.3	56.0	15.0		700.3	3,161.4		
Additional Pothole Funding	0.0	429.1	0.0	0.0	0.0		0.0	429.1		
CRSTS	5,819.4	5,288.6	1,656.0	884.0	2,184.0		4,724.0	564.6		
Street Lighting - Structural Maintenance	1,025.6	1,025.6	0.0	37.0	94.0		131.0	894.6	200.0	200.0
Street Lighting - Upgrades	969.4	969.4	0.0	0.0	0.0		0.0	969.4		
East Runcorn Connectivity	5,851.7	5,851.7	452.5	207.0	810.0		1,469.5	4,382.1	5,851.7	5,851.7
Early Land Acquisition Mersey Gateway	212.4	212.4	0.0	16.4	99.2		115.6	96.8		
VAT										
deposit Jolly Brewer										
Land adj 44 Bower St										
falkirk Ave S106 funds included in sale proceeds for 14-15										
<b>Directorate Total</b>	<b>49,390.3</b>	<b>63,773.5</b>	<b>7,237.7</b>	<b>6,826.1</b>	<b>8,086.6</b>	<b>0.0</b>	<b>22,150.4</b>	<b>41,623.1</b>	<b>16,620.4</b>	<b>8,006.7</b>
<b>Chief Executives Directorate</b>										
IT Rolling Programme	1,026.9	1,026.9	27.7	668.2	12.7		708.6	318.3	700.0	700.0
Halton Smart Microgrid	11,000.0	11,000.0	0.0	0.0	128.0		128.0	10,872.0		
Transformation Programme	3,740.0	3,740.0	0.0	0.0	0.0		0.0	3,740.0	1,000.0	
<b>Directorate Total</b>	<b>15,766.9</b>	<b>15,766.9</b>	<b>27.7</b>	<b>668.2</b>	<b>140.7</b>	<b>0.0</b>	<b>836.6</b>	<b>14,930.3</b>	<b>1,700.0</b>	<b>700.0</b>
<b>Grand Total</b>	<b>73,024.8</b>	<b>87,043.6</b>	<b>8,186.7</b>	<b>8,983.4</b>	<b>8,937.3</b>	<b>0.0</b>	<b>26,107.4</b>	<b>60,936.2</b>	<b>19,460.4</b>	<b>9,846.7</b>

## Progress Against Agreed Savings

## Appendix 4

### Adults Directorate




	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
ASC1	Housing Solutions	474	Remodel the current service based on good practice evidence from other areas.	0	125		Anticipated to be achieved, currently under review.
ASC2	Telehealthcare	680	Explore alternative funding streams such as Health funding or Disabled Facilities Grants.	170	0		Currently Under Review
			Increase charges / review income.	170	0		Charges were increased by 40% w.e.f. April 2024, so this should be achieved
			Cease the key safe installation service.	15	0		Service still being provided
ASC17/18	Quality Assurance Team	395	Review the activities of the Quality Assurance Team, given there are fewer providers for domiciliary care and the transfer of four care homes into the Council.	0	0		Saving implemented
			Merge the service with the Safeguarding Unit.	50	0		

ASC16	Shared Lives (Adult Placement Service)	115	Engage with an external agency currently operating Shared Lives to take over the running of this service. It is anticipated that this would provide an improved service.	58	0	U	Service currently still provided in-house, although a balanced budget will be attained for 2024/25 as a result of current temporary savings, and work is ongoing to ensure the 2025/6 structure can achieve the permanent savings target
ASC19	Voluntary Sector Support	N/A	Review the support provided by Adult Social Care and all other Council Departments, to voluntary sector organisations. This would include assisting them to secure alternative funding in order to reduce their dependence upon Council funding. A target saving phased over two years has been estimated.	200	100	✓	Anticipated to be achieved
ASC4	Positive Behaviour Support Service	349	Increase income generated in order to ensure full cost recovery, through increased service contract charges to other councils.  Review the Integrated Care Board	100	0	✓	Contracts being re-costed on renewal, saving anticipated to be achieved  ICB funding not secured, although a balanced budget will be attained for 2024/25 as a result of current temporary savings, and






			contribution for Adults, to ensure the full recovery of related costs.	150	0	u	work is ongoing to ensure the 2025/6 structure can achieve the permanent savings target
ASC15	Learning Disability Nursing Team	424	Cease provision of this service. The service is a Health related function rather than Adult Social Care, but this is a historical arrangement. The Integrated Care Board would need to consider how they want to provide this function.	424	0	✓	Costs now recharged to the ICB
ASC14	Care Management Community Care Budget	18,982	Attract £500k investment from the pooled budget (BCF) from 2024/25. Undertake work in years 1 and 2 to reduce reliance upon contracted services from 2025/26. Services are currently in the process of being redesigned on a "Strengths Based Approach" ie. focused upon prevention.	500	1,000	u	Position currently being reviewed.
<b>Total Adults Directorate</b>				<b>1,837</b>	<b>1,225</b>		

## Finance Department




Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
F9	Internal Audit	300	Restructure in light of potential retirements over the next two years within the Internal Audit Team.	0	50		No official changes made yet
F13	Discretionary Support Scheme	221	Review the roles, procedures and structure of the team.	25	0		On track
F17	Council Tax	84	Increase the charges applied when a court summons is issued by 30% (£23), to achieve full cost recovery over the three year period.	40	40		On track
<b>Total Finance Department</b>				<b>65</b>	<b>90</b>		

### Legal and Democratic Services Department

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
L4	Marketing, Design and Communications	45	Review the frequency of production of Inside Halton, as part of the wider consideration of the Council's communications strategy required for the Transformation Programme	15		<input checked="" type="checkbox"/>	Budget adjusted inline with the savings in the ICT department
<b>Total Legal Services Department</b>				<b>15</b>	<b>0</b>		

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
C1	Ditton and Warrington Road Daycare Centres	52	Closure of Ditton and Warrington Road daycare centres, given the significant on-going net losses at both centres. Sufficient alternative provision exists nearby, as well as in the adjoining nursery schools.	26	0		Early Years has now closed and budget for 24/25 has been removed
C2	Children's Centres	1,293	Review the operation of Windmill Hill Children's Centre, where there is the potential to save on premises and staffing costs.	0	22		This is subject to further review as external factors are changing the original review parameters. Potential alternative funding also to be reviewed.
C3	Children with Disabilities and Inglefield	858	Explore the potential for selling Inglefield and then purchase two bungalows within the community to provide a more appropriate setting.	112	0		Amount was removed at budget setting as will not be achieved
<b>Total Children &amp; Families Department</b>				<b>138</b>	<b>22</b>		

### Education, Inclusion and Provision Department

Ref	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
EIP1	Education Psychology Service	339	There is excess demand from schools for the Education Psychology Service. The service is valued and there is opportunity to expand our offer and generate additional income.	52	0		
EIP2	SEN Assessment Team	82	Consideration will be given to funding the full service costs from the High Needs Block of the Dedicated Schools Grant.	80	0		DSG funding removed as does not comply with grant conditions.
EIP5	Commissioning	148	Review with Health colleagues how the Emotional Health and Wellbeing Service for Children in Care, Care Leavers and Carers could instead be provided by Child and Adolescent Mental Health Services (CAMHS) as they	148	0		To be reviewed.

			are commissioned by the Integrated Care Board.				
<b>Total Education, Inclusion and Provision Department</b>				<b>280</b>	<b>0</b>		

### Community and Greenspaces Department


Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
COMM3	Sport & Recreation	471	Restructuring the roles and responsibilities of the Sports Development Team	36	0	<input checked="" type="checkbox"/>	Restructure is currently underway
COMM5	Stadium & Catering Services – School Meals	12	Cease to deliver the school meals service, which has made significant losses of over £200,000 for a number of years and is forecast to make a similar loss by year-end. Work would be undertaken with schools over the next two years to support them to secure an alternative means of delivery, whether in-house or via an external provider.	0	12	<input checked="" type="checkbox"/>	The cessation of the service is underway with the majority of schools ending their contracts by the end of the calendar year.

<b>Total Community &amp; Greenspace Department</b>	<b>36</b>	<b>12</b>		
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**Economy, Enterprise and Property Department**

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
EEP4	Cleaning Services – Council Buildings	580	Review cleaning arrangements, with a focus on only emptying bins and cleaning toilets daily.	100	0	U	A review of the cleaning service is underway with some positions removed from the structure. The full savings will not be achieved until the accommodation review is complete.
EEP2	Caretaking & Security Services	641	A review and restructuring of caretaking arrangements.	52	0	U	The restructure can now take place following the retirement of a member of staff. The full saving will not be made until financial year 25/26
<b>Total Economy, Enterprise &amp; Property Department</b>				<b>152</b>	<b>0</b>		

**Policy, Planning and Transportation Department**

Ref.	Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
				24/25 £'000	25/26 £'000		
PPT6	Traffic	N/A	Consider introducing civil traffic enforcement for traffic violations. Employ private sector civil enforcement officers to issue fines and generate income. It would take 12 months to apply for powers from the DFT and put the scheme in place. The Environment & Urban Renewal Policy & Performance Board will consider this via a Topic Group.	150	0		Not currently viable, therefore no income will be generated in the current year as the traffic enforcement will not be carried out.
<b>Total Policy, Planning &amp; Transportation Department</b>				<b>150</b>	<b>0</b>		



**Symbol**

**Objective**



Indicates that the objective is on course to be achieved within the appropriate timeframe.



Indicates that it is uncertain or too early to say at this stage whether the milestone/objective will be achieved within the appropriate timeframe.



Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.

2024/25 Budget Risk Register as at 30 November 2024

Appendix 5

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
1	<p><b>Pay costs</b></p> <ul style="list-style-type: none"> <li>Pay award</li> <li>Staff Turnover Saving Target</li> <li>Agency, casuals and overtime</li> <li>National Living Wage</li> <li>Pension Costs</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>Budget based upon individual staff members/vacancies</li> <li>Budget monitoring</li> <li>Contingency</li> <li>Balances</li> <li>Medium Term Forecast</li> <li>Engage with Cheshire Pension Scheme and pension actuary</li> <li>Recruitment and retention scheme children social care workers.</li> <li>Social Care Academy for children social care workers</li> <li>Connect to Halton</li> </ul>	3	3	9	ED/SB/Executive Directors	Monthly	<p>2024/25 pay offer accepted and implemented November 2024.</p> <ul style="list-style-type: none"> <li>•£1290 on all pay points from 1st April</li> <li>•Equivalent to 5.77% on point 2 and 2.5% on point 43</li> <li>•2.5% on all pay points above 43 and below chief officer level</li> </ul> <p>Estimated 4% 2024.25 budget uplift will cover cost of pay award.</p> <p>Connect to Halton scheme went live September 2024, agency and casual appointments to be covered by</p>	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
											the scheme.	
2	<b>Redundancy and Early Retirements</b>	3	3	9	<ul style="list-style-type: none"> <li>• Benefits Tracking Process</li> <li>• Future savings to take into account cost of redundancy and early retirements.</li> <li>• Seek Government approval to use capital receipts to fund transformation costs.</li> <li>• Transformation Reserve</li> </ul>	2	3	6	ED/SB	Quarterly	Tracker created to monitor redundancy costs in current year. Transformation reserve created to cover costs but limited reserves will impact use of this. Look to capitalise compulsory costs where possible where evidence exists it creates in a longer term saving.	30/11/24
3	<b>Savings not achieved</b>	4	3	12	<ul style="list-style-type: none"> <li>• Budget monitoring</li> <li>• Contingency</li> <li>• Reserves / Provisions</li> <li>• Rigorous process in</li> </ul>	4	2	8	RR/ED/SB	Monthly	Savings for 2024/25 have been written into Directorate budgets. Budget savings monitored closely and if necessary	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
					<p>approving savings.</p> <ul style="list-style-type: none"> <li>Review of savings at departmental and directorate level</li> <li>Monthly budget monitoring</li> <li>Medium Term Financial Forecast</li> <li>2023/24 to 2025/26 savings agreed February 2023.</li> <li>RAG monitoring of savings included in quarterly monitoring reports.</li> <li>Transformation saving targets reported monthly through Transformation Programme Board.</li> </ul>						offsetting savings sought. Transformation Programme Board meeting on monthly basis to discuss progress against programme.	

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
4	<b>Price inflation</b>	3	3	9	<ul style="list-style-type: none"> <li>Prudent budget provision</li> <li>Latest forecast information used eg. utilities</li> <li>Budget monitoring</li> <li>Contingency</li> <li>Balances</li> <li>CPI/RPI monitoring</li> <li>MTFS</li> </ul>	3	3	9	ED/SB	Monthly	CPI for November 2024 is 2.6% and RPI is 3.6%. Office of Budget Responsibility (OBR) forecast inflation to hit 3.5% in 2025 and 3.1% through to 2027. Rates are higher than forecast in September 2024 and remain above Governments 2% target.	30/11/24
5	<b>Review of LG Finance</b> <ul style="list-style-type: none"> <li>Business rates retention – 100% Pilot and Review</li> <li>Fair Funding Review</li> <li>National Public Spending Plans</li> <li>Social Care Green</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>MPs</li> <li>SIGOMA / LG Futures</li> <li>Liverpool City Region &amp; Merseyside Treasurers Group</li> <li>Medium Term Financial Strategy</li> <li>Member of business</li> </ul>	3	3	9	ED/SB/NS/M W/MG	Weekly/ Monthly	Business rate retention pilot continues through to March 2026. New Government are committed to providing more certainty on LG Finances through multi year settlements.	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
	Paper				<p>rate retention pilot region</p> <ul style="list-style-type: none"> <li>Dialogue with DCLG</li> </ul>						Provisional settlement announced 18 December 2024, funding is higher than within financial forecast but consideration still being undertaken on impact to Halton.	
6	<b>Treasury Management</b> <ul style="list-style-type: none"> <li>Borrowing</li> <li>Investment</li> </ul>	2	3	6	<ul style="list-style-type: none"> <li>Treasury Management Strategy</li> <li>Link Asset Services advice</li> <li>Treasury Management planning and monitoring</li> <li>Attendance at Networking and Benchmarking Groups</li> <li>Officer Training</li> </ul>	1	3	3	ED/SB/MG	Daily / Quarterly	Investment rates continue to be high relative to last decade. BoE base rate at 4.75%, general thoughts are for this rate to be lowered towards the end of the financial year and further reductions beyond this. Impact of Exceptional Financial Support request to be assessed with regards to timing of future	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
											borrowing.	
7	<b>Demand led budgets</b> <ul style="list-style-type: none"> <li>Children in Care</li> <li>Out of borough fostering</li> <li>Community Care</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>Budget monitoring</li> <li>Contingency</li> <li>Balances</li> <li>Review service demand</li> <li>Directorate recovery groups</li> <li>Monthly budget monitoring</li> </ul>	4	4	16	ED/SB/NS/MW	Monthly	<p>Children in care, numbers and costs continue to exceed budget. Numbers of children in care and with protection plans reviewed on a weekly basis. Community care costs and numbers on increase, reviewed on a regular basis.</p> <p>Investment in Children Services following OFSTED inspection to be monitored with</p>	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
											regard to control and reduction of future costs.	
8	<b>Mersey Gateway Costs</b> <ul style="list-style-type: none"> <li>Costs</li> <li>Toll Income</li> <li>Funding</li> <li>Accounting treatment</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular monitoring with Crossing Board</li> <li>Capital reserve</li> <li>Government Grant</li> <li>Liquidity Fund</li> </ul>	2	1	2	ED/SB/MG	Quarterly	Arrangements in place to monitor spend and availability of liquidity fund.	30/11/24
9	<b>Council Tax Collection</b>	3	3	9	<ul style="list-style-type: none"> <li>Council tax monitoring on monthly basis</li> <li>Review of Collection Rate</li> <li>Collection Fund Balance</li> <li>Provision for bad debts</li> </ul>	3	2	6	ED/PG/SB/PD/BH/MG	Monthly	Collection rate to 30 November 2024 was 71.43% which is marginally lower than the rate of 71.57% at the same point last year. It is uncertain at this point if collection for the year will	30/11/24



Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
					<ul style="list-style-type: none"> <li>Review recovery procedures</li> <li>Benchmarking</li> </ul>						be at the same level as for 2023/24. To 30 November 2024 £1.811m was collected in relation to old year debt.	
10	<b>Business Rates Retention Scheme</b>	3	3	9	<ul style="list-style-type: none"> <li>Review and monitoring of latest business rates income to baseline and estimate for year.</li> <li>Prudent allowance for losses in collection</li> <li>Prudent provision set aside for losses from valuation appeals</li> <li>Regular monitoring of annual yield and baseline / budget position</li> <li>Benchmarking Groups</li> <li>Review recovery procedures</li> </ul>	3	1	3	ED/SB/LB/M G	Monthly	Collection rate to 30 November 2024 was 76.03% which is 2.39% higher than the rate at the same point last year. It is uncertain at this point if collection for the year will be at the same level as for 2023/24. To 30 November 2024 £1.694m was collected in relation to old year debt.	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
11	<b>Income recovery</b> <ul style="list-style-type: none"> <li>Uncertainty to economy following Brexit, cost of living and high inflation</li> </ul>	3	3	9	<ul style="list-style-type: none"> <li>Corporate charging policy</li> <li>Budget monitoring</li> <li>Contingency</li> <li>Balances</li> <li>Income benchmarking</li> </ul>	3	2	6	ED/MM/SB	Monthly	Income shortfalls identified and cause of increased concern in certain areas are being closely monitored. Cost of living crisis adds to uncertainty over collection.	30/11/24
13	<b>Capital Programme</b> <ul style="list-style-type: none"> <li>Costs</li> <li>Funding</li> <li>Key Major Projects</li> <li>Clawback of Grant</li> <li>Availability and timing of capital receipts</li> <li>Cashflow</li> <li>Contractors</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Project Management</li> <li>Regular monitoring</li> <li>Detailed financial analysis of new schemes to ensure they are affordable</li> <li>Targets monitored to minimise clawback of grant.</li> <li>Contractor due diligence</li> <li>Dialogue with</li> </ul>	3	2	6	Project Managers/ED /SB/LH	Quarterly	Capital receipts have been fully committed therefore new capital schemes need to bring own funding.	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
					Government departments.							
14	<b>Academy Schools</b> <ul style="list-style-type: none"> <li>Impact of transfer upon Council budget</li> <li>Loss of income to Council Services</li> </ul>	2	4	8	<ul style="list-style-type: none"> <li>Early identification of school decisions</li> <li>DfE Regulations</li> <li>Prudent consideration of financial transactions to facilitate transfer</li> <li>Services continue to be offered to academies</li> <li>Transfer Protocol</li> </ul>	1	3	3	ED/SB/NS	Monthly	Consideration given in MTFS for loss of funding.	30/11/24
15	<b>Reserves</b> <ul style="list-style-type: none"> <li>Diminishing reserves, used to balance budget, fund overspend positions.</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Monitored on a quarterly basis, reported to Management Team and Exec Board</li> <li>Benchmarking</li> <li>Financial Forecast</li> <li>Programme to replenish reserves.</li> </ul>	3	3	9	ED/SB	Quarterly	Monitored and reported on a regular basis. Council reserves at historic low levels. Reserves will need to be replenished within future budgets	30/11/24

Risk No	Risk Identified	Impact	Likelihood	Risk Score	Risk Control Measures	Assessment of Residual Risk with Control Measures Implemented			Responsible Person	Timescale for Review	Progress Comments	Date Updated
						Impact	Likelihood	Risk Score				
16	<b>Budget Balancing</b> <ul style="list-style-type: none"> <li>• Council has struggled to achieve a balanced budget position for a number of years.</li> <li>• Forecast for current year is an overspend position of £19m.</li> <li>• Reserves insufficient to balance current year budget.</li> <li>• Before transformation targets, there is a forecast budget gap of £68.5m through to 2028/29.</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>• Current year budgets monitored on a regular basis.</li> <li>• Forward forecasting through to March 2029 reported on a prudent basis.</li> <li>• Regular conversations with DHLUC re Council's financial position.</li> <li>• LGA to undertake a financial assurance review.</li> <li>• Transformation programme in place.</li> </ul>	4	4	16	ED/SB	Ongoing	Updated benchmarking to be reported to better inform Transformation Programme targets.	30/11/24