

# Public Document Pack



## Employment, Learning and Skills, and Community Policy and Performance Board

Monday, 24 February 2025 at 6.30 p.m.  
The Boardroom, Municipal Building,

S. Young

### Chief Executive

### BOARD MEMBERSHIP

Councillor Eddie Jones (Chair)	Labour
Councillor Angela Teeling (Vice-Chair)	Labour
Councillor John Abbott	Labour
Councillor Neil Connolly	Labour
Councillor Emma Garner	Labour
Councillor Stan Hill	Labour
Councillor Noel Hutchinson	Labour
Councillor Katy McDonough	Labour
Councillor Christopher Rowe	Liberal Democrats
Councillor Mike Ryan	Labour
Councillor Tom Stretch	Labour

*Please contact Ann Jones on 0151 511 8276 or e-mail  
[ann.jones@halton.gov.uk](mailto:ann.jones@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**

<b>Item No.</b>		<b>Page No.</b>
<b>1. MINUTES</b>		<b>1 - 5</b>
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>		
	Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
<b>3. PUBLIC QUESTION TIME</b>		<b>6 - 8</b>
<b>4. EXECUTIVE BOARD MINUTES</b>		<b>9 - 11</b>
<b>5. DEVELOPMENT OF POLICY ISSUES</b>		
<b>(A) PRESENTATION - HALTON CREDIT UNION - NOW CALLED WEAREBEACON</b>		<b>12 - 13</b>
<b>(B) SCI-TECH DARES BURY</b>		<b>14 - 16</b>
<b>(C) HALTON ADULT LEARNING SUMMARY – ACADEMIC YEAR 23/24</b>		<b>17 - 23</b>
<b>6. PERFORMANCE MONITORING</b>		
<b>(A) PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 3 OF 2024/25</b>		<b>24 - 40</b>
<b>7. COUNCILWIDE SPENDING AS AT 30 NOVEMBER 2024</b>		<b>41 - 101</b>

*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.*

**EMPLOYMENT, LEARNING AND SKILLS, AND COMMUNITY POLICY AND  
PERFORMANCE BOARD**

*At a meeting of the Employment, Learning and Skills, and Community Policy and Performance Board on Monday, 18 November 2024 in the Board Room - Municipal Building, Widnes*

Present: Councillors Jones (Chair), Teeling (Vice-Chair), Abbott, Connolly, Garner, S. Hill and Ryan

Apologies for Absence: Councillors Hutchinson, McDonough and Stretch

Absence declared on Council business: None

Officers present: A. Jones, S. McDonald, L. Carr and N. Goodwin

Also in attendance: None

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

**ELS14 MINUTES**

The Minutes from the meeting held on 16 September 2024, were taken as read and signed as a correct record.

**ELS15 PUBLIC QUESTION TIME**

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

**ELS16 PROPOSED TOPIC GROUP ITEM ON VOLUNTARY AND  
COMMUNITY GROUP FUNDING**

The Board considered the proposal for the Employment, Learning and Skills, and Community Policy and Performance Board to form a topic group, to discuss the funding of the Voluntary and Community Sector in Halton.

It was noted that in February 2023 the Executive Board agreed to reduce the funding for voluntary and community groups and in March 2024, full Council approved the budget for 2024-25, which included a reduction in funding for these groups.

*Action*

Members discussed the proposal for the topic group and its objective, as well as the implications of reduced funding for charities going forward, in particular those who were core funded. It was also suggested that the topic group looks at the voluntary sector as a whole.

All Members supported the proposal and it was agreed that the scrutiny topic group be held. All Members of the Board were invited to participate. A date in December would be agreed with Officers and Members advised accordingly.

RESOLVED: That the Board agrees with the proposal to conduct a scrutiny topic group on the funding of the Voluntary and Community Sector in Halton.

Executive Director  
Environment &  
Regeneration

ELS17 HALTON PEOPLE INTO JOBS – UPDATE ON ENGAGING WITH ECONOMICALLY INACTIVE RESIDENTS AND HALTON PEOPLE INTO JOBS CURRENT FUNDING POSITION

The Board considered a report from the Executive Director – Environment and Regeneration, which provided an overview of the current services provided by Halton People into Jobs (HPIJ).

HPIJ had successfully delivered a range of DWP Welfare to Work Programmes since 2011, including the Work Programme, Ways to Work, the Work and Health Programme, JETS and more recently the Work and Health Programme Pioneer Support Programme. It was noted that all of these programmes had supported unemployed Halton residents with looking for and sustaining employment. Further, recent funding streams continued to focus more on engaging with and supporting Economically Inactive residents into work and helping those ‘at risk’ of redundancy.

Members also received an update on current funding streams and information on the requirement for HPIJ to secure future funding, to sustain the service it provided to Halton’s residents.

Board Members were disappointed to learn and raised concerns about the uncertainty of the future of the HPIJ service, due to the imminent cessation of funding of *Restart*, *Pioneer* and the *Work and Health Programme*, where referrals to these had already stopped. The following information was provided in response to Members’ challenge:

- HPIJ was not a statutory service and had to generate income to cover 100% of overall costs;
- One Member suggested contacting the Halton Foundation for support for individuals that may require funding;
- It was estimated that approximately 6 months funding was required to keep the service operating as it was currently, to allow time for future funding to be identified and secured;
- The HPIJ service had huge social value in the community and to lose it would have a knock on effect on other Council services;
- A number of staff at HPIJ would be placed 'at risk' of redundancy unless any future funding was confirmed; and
- Members were reassured that every effort was being made to work with the LCR to secure funding beyond March 2025.

The Board commented that they would support the lobbying of the LCR to make interim funding available so that the service could continue; and to secure future funding. The HPIJ provided a valuable service to many of Halton's residents and Members recognised the challenging work carried out by the staff over the years and the continued successful results.

On behalf of the Board, the Chair passed on thanks to all the staff at HPIJ and commented that their experience in carrying out their duties was of huge value to the Council and the clients they dealt with.

RESOLVED: That the report is noted.

#### ELS18 THE BRINDLEY ENHANCEMENT PROJECT

The Board received a report and accompanying presentation on the Brindley Enhancement project. This included time lapse videos of the building work taking place and the 'on foot' access to the temporary entrance at the rear of the building from the car park at Costa Coffee.

It was reported that The Brindley Enhancement project formed part of the Town Deal Fund – Reconnecting Runcorn Programme. This transformational project would not only act as a catalyst for the Reconnecting Runcorn Programme, but also transform The Brindley into a cultural hub for the Borough. It would provide a new space for Runcorn Library, a larger café facility and a provide a high quality outdoor green space.

The programme of works had started in July 2024 and completion was expected in the Summer of 2026. In the meantime, Members were advised that The Brindley Theatre was operating 'business as usual'.

In response to questions and comments, the following additional information was provided to Members:

- All job roles within the new building were compliant with disabled access, so anyone could work in any role;
- Two new toilets were located on the first floor;
- More staff would be required to work at the theatre as the café would be bigger and they would like to offer pre-theatre meals;
- New signage had been installed in all directions leading to The Brindley and there was a designated coach parking bay in the car park;
- The Costa Coffee car park was now the designated car park for The Brindley;
- Runcorn Library would be moving into the Brindley once the new extension is complete; and
- The Brindley was an asset to Halton and all stakeholders were be proud of the facility.

Members welcomed the presentations and update and recognised that this enhancement project would have a positive impact on local communities and add vibrancy to the Town Centre. Members advised that they would appreciate a site visit in the future.

RESOLVED: That the presentation be received.

ELS19 QUARTER 2 PERFORMANCE MANAGEMENT REPORT OF 2024 / 25

The Board received the performance management reports for quarter 2 of 2024-25 (1 July 2024 to 30 September 2024) and were requested to consider and raise any questions or points of clarification in respect of these.

The key priorities for development or improvement in 2024-25 were agreed by Members and for the various function areas reported to the Board as follows:

- Enterprise, Employment and Skills; and
- Community and Environment.

The report detailed progress against service objectives and milestones and performance targets and

Executive Director  
Environment &  
Regeneration

provided information relating to key developments and emerging issues that had arisen during the period. Members were invited to highlight any areas of interest and/or concern where further information is to be provided to a future meeting of the Board.

In response to the information provided in the report, Members questioned the following:

- The need for a housing consultant – more information was requested on this;
- Sci-tech Daresbury Project Violet – more information requested on what this was;
- Empty properties – what was the Council’s stance on this;
- Reasons why the School Cleaning Services were over budget;
- Reasons why there were delays in HR with recruitment processes;
- EEP2 – details requested on the caretaking and security services restructure;
- An explanation was requested on how the landfill tax credit works; and
- The transition of schools from Council supply to their own supply of school meals – these were now being provided by a mix of providers as schools were able to source their own. It was noted that the statutory duty to provide schools meals lies with the schools.

Responses to the above questions would be sought and sent to Members following the meeting.

RESOLVED: That the quarter two performance management report be received.

Executive Director  
Environment &  
Regeneration

*Meeting ended at 8.40 p.m.*

<b>REPORT TO:</b>	Employment, Learning and Skills, and Community PPB
<b>DATE:</b>	24 February 2025
<b>REPORTING OFFICER:</b>	Chief Executive
<b>SUBJECT:</b>	Public Question Time
<b>WARD(S)</b>	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**

10.1 None under the meaning of the Act.

**REPORT TO:** Employment, Learning and Skills, and  
Community PPB

**DATE:** 24 February 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 since the last meeting of this 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 identified.

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

9.1 None under the meaning of the Act.

## Extract of Executive Board Minutes Relevant to the Employment, Learning and Skills Policy and Performance Board

---

### EXECUTIVE BOARD MEETING 12 DECEMBER 2024

EXB67	<b>PAYMENTS TO VOLUNTARY ORGANISATIONS - IMPACT MITIGATION PLAN</b>
-------	---

The Board considered a report of the Executive Director Environment and Regeneration, that set out proposals for how the Council could best support and assist the community and voluntary sector in the future. This followed the Council's decision to reduce the grants it provided to the community and voluntary sector.

The report outlined the support the Council currently provided to the sector and suggested several areas which through joint working and sharing resources; knowledge and experience could be pooled to provide best value to residents, communities and businesses in Halton. One of the areas where a positive impact would be felt would be to designate a lead officer for promoting and coordinating the Council's interface with the sector and the report outlined how this could be achieved.

It was noted that the Council Internal Audit Report on Payments to the voluntary sector had agreed several actions which included the development of a commissioning policy and performance management framework. If a Commissioning Framework was to be developed, it was recognised that there would be merit aligning it to the principles of Community Wealth Building (CWB) concept. Local authorities had been working with the Combined Authority through CLES to set out pillars of CWB, information on this was set out in Appendix 1.

**RESOLVED:** That the Board approves the proposals set out in sections 3.3 – 3.12 of the report.

### EXECUTIVE BOARD MEETING 16 JANUARY 2025

EXB 79	<b>VOLUNTARY SECTOR FUNDING - GRANT ALLOCATIONS 2024/25</b>
--------	---

The Board considered a report of the Director – Adult Services, on Voluntary Sector Grant Funding Awards for 2024/25. Applications were assessed and recommendations agreed by a Panel consisting of the Executive Board Member with portfolio responsibility for the Voluntary Sector and Officers. The report set out monitoring arrangements and the proposed allocation to each organisation based on the budget available.

**RESOLVED:** That the grant allocations outlined in Section 3.3 be approved.

<b>REPORT TO:</b>	Employment, Learning and Skills & Community Policy & Performance Board
<b>DATE:</b>	24 <sup>th</sup> February 2025
<b>REPORTING OFFICER:</b>	Executive Director – Environment & Regeneration
<b>PORTFOLIO:</b>	Employment, Learning and Skills & Community
<b>SUBJECT:</b>	Presentation – Halton Credit Union – Now called Wearebeacon
<b>WARD(S)</b>	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To receive a presentation from Tracey Done.

2.0 **RECOMMENDATION: That:**

i) That the board notes the presentation and action points.

3.0 **SUPPORTING INFORMATION**

3.1 Members will receive a presentation from Tracy Done about the Wearebeacon Savings and Loans.

4.0 **POLICY IMPLICATIONS**

4.1 There are no further policy implications.

5.0 **FINANCIAL IMPLICATIONS**

5.1 There are no financial implications.

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

6.1 The work of the Wearebeacon provides opportunities for Halton Residents to secure low rate finance.

7.0 **RISK ANALYSIS**

7.1 There are no risks identified.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 There are no equality and diversity issues directly related to the presentation.

9.0 **CLIMATE CHANGE IMPLICATIONS**

9.1 None identified.

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

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

<b>REPORT TO:</b>	Employment Learning and Skills and Community Policy and Performance Board
<b>DATE:</b>	24 <sup>th</sup> February 2025
<b>REPORTING OFFICER:</b>	Executive Director Environment & Regeneration
<b>PORTFOLIO:</b>	Employment, Learning and Skills and Community
<b>SUBJECT:</b>	Sci-Tech Daresbury
<b>WARD(S)</b>	Daresbury, Moore & Sandymoor

## **1.0 PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to provide an update on the delivery of Sci-Tech Daresbury's Talent and Skills Action Plan. Members will receive a presentation.

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

## **3.0 SUPPORTING INFORMATION**

- 3.1 Sci-Tech Daresbury Talent & Skills Strategy was developed in 2021. It is a key component of the Sci-Tech Daresbury Strategy for Science, Innovation & Growth. Its focus is on attracting, developing and retaining the wide range of skills and expertise essential to establishing Sci-Tech Daresbury as a global beacon of science and technology, focused innovation and entrepreneurship.
- 3.2 The Talent and Skills Strategy, delivered through an Action Plan, seeks to create an exciting, inspiring, and high performing community at Sci-Tech Daresbury and beyond.
- 3.3 Members will receive a presentation outlining some of the key activities and recent successes as well as providing a summary of the 2025 action plan priorities.

## **4.0 POLICY IMPLICATIONS**

- 4.1 There are no policy implications of this report.

## **5.0 FINANCIAL IMPLICATIONS**

- 5.1 There are no policy implications of this report.

**6.0 IMPLICATIONS FOR THE COUNCIL'S**

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

None

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

Sci-Tech Daresbury is now established as one of the main growing science and technology hubs in the North-West of England.

It secured Enterprise Zone status in 2012 and is now one of the two key hubs in the Life Sciences Innovation Zone in the Liverpool City Region.

Sci-Tech Daresbury is a key employment location within the Halton economy with a masterplan to provide 600,000 sq ft of additional employment space.

The development is expected to increase up to 10,000 jobs over the lifetime of the Scheme.

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

The Talent & Skills Strategy Action Plan identifies several priorities for working with local schools and in the community to inspire the next generation in STEM careers.

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

None

**6.5 Working Towards a Greener Future**

Sci-Tech Daresbury developments are designed to consider sustainable growth, adopting best practice in design and construction to ensure a sustainable environment for future generations, including considering and minimising impact on biodiversity.

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

None

**7.0 Risk Analysis**

7.1 There are no risks to be noted in relation to this report.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 The Talent & Skills Strategy Action Plan includes consideration of Equality, Diversity and Inclusion.

**9.0 CLIMATE CHANGE IMPLICATIONS**

9.1 There are no implications in relation to this report.

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

10.1 Sci-Tech Daresbury RADAR and 2025 Action Plan

---

<b>REPORT TO:</b>	Employment Learning and Skills and Community Policy and Performance Board
<b>DATE:</b>	24 <sup>th</sup> February 2025
<b>REPORTING OFFICER:</b>	Executive Director Environment and Regeneration
<b>PORTFOLIO:</b>	Employment Learning and Skills and Community
<b>SUBJECT:</b>	Halton Adult Learning Summary – Academic Year 23/24
<b>WARD(S)</b>	Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide Members with an overview of the current services provided by Halton Adult Learning.
- 1.2 To provide Members with a summary of the key performance indicators for the academic year 23/24.
- 1.3 To provide opportunities for Members to raise any questions with regards to the curriculum intent and its alignment with the local skills context.

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

## **3.0 SUPPORTING INFORMATION**

### **3.1 Background Information**

Halton Adult Learning delivers a range of accredited and non-accredited, community learning courses in Runcorn and Widnes which aim not only to improve residents' lives but also address the skills gaps in the borough and across the LCR. The service also delivers Family Learning in schools across Halton, and co-ordinates the Pathways to Teaching programme on behalf of the Liverpool City Region Combined Authority. Additionally, the service offers remotes learning opportunities where residents, including Halton Borough Council staff, can access accredited qualifications with remote support. The service is funded through the Liverpool City Region's Combined Authority Adult Education Budget (now titled the Adult Skills Fund from academic year 24/25).

- 3.2 Halton Adult Learning also co-delivers the Supported Internship programme with Halton People into Jobs. The service aims to

continuously improve the breadth of the curriculum offer in order to give adults within the borough wider opportunities for development.

**3.3 Maths, English and Digital Functional Skills**

These remain a core part of the Adult Learning Curriculum. The service aims to redress the balance for adults that have not developed key skills in English, maths and ICT so that they are able to move on to their next steps; either personally, through further training, employment or voluntary work.

3.4 Halton Adult Learning also offers support for Halton Borough Council staff through the Skills Pledge, where HBC staff can complete their Level 2 Functional Skills in maths and English in work hours, without paying their time back.

**3.5 English for Speakers of Other Languages (ESOL)**

The service commenced delivery of its ESOL provision in September 2023, as a response to the increase in demand for English training for those in borough that do not have English as a first language. The Adult Learning Service worked in close collaboration with the local FE College (Riverside College) to ensure that the ESOL offer in the borough maximised opportunity for residents and did not duplicate – Adult Learning offers ESOL skills training for every day work and life, at pre-Entry (non-accredited) ESOL, and accredited Entry Levels 1, 2 and 3. Upon completion, learners are supported to progress onto higher level ESOL programmes with the College. The main ESOL provision was complemented by Adult Learning with additional courses specifically aimed at those looking to develop their English skills, for example Art for ESOL. The service celebrated World Refugee Week in June 2024, which was well received, and promoted through Halton's Resettlement team.

**3.6 Education Pathways**

The service continued to offer Education Pathways in 23/24, which consisted of Caring for Children (Early Years), Teaching Assistant (Primary and Secondary), and Pathways to Teaching (post-16) programmes. These programmes are delivered by skilled, experienced educational professionals and learners are supported into substantial placements in local schools (Certificate in Supporting Teaching and Learning) and within our own Adult Learning service (Pathways to Teaching).

3.7 The Liverpool City Region renewed the service's funding agreement for Pathways to Teaching for the year 24/25.

**3.8 Test & Learn programmes**

Test & Learn funding affords the service the opportunity to deliver innovative projects. In 23/24, the service offered Test and Learn courses in Creative Writing (short stories, Write Your Own Children's

stories), Early Years, Art for ESOL and Pre-ESOL. These have been instrumental in engaging new learners with the service and successful projects are mainstreamed into the core Adult Learning offer.

**3.9 Family Learning**

Family Learning was responsible for 692 enrolments in the academic year 23/24, which equated to 45% of all adult learning enrolments. Sessions delivered included numeracy, literacy and Mental Health. Delivery for Family Learning takes place in schools across Halton and are delivered by experienced Primary School teachers. Family Learning programmes receive consistently positive reviews from parents, who report that the courses they have completed help them to support their children’s learning journeys.

**3.10 Multiply**

Multiply was a national initiative funded from the UK Shared Prosperity Fund and devolved to local regions to support improved numeracy levels for adults. Through the programme, Halton Adult Learning funded £50,000 worth of numeracy provision through Voluntary and Community Organisations Fresh Beginnings, Citizen’s Advice, SEND R Us and the Autism Wellbeing Project. These initiatives embedded numeracy development in a range of different activities including cookery, music and budget management.

**3.11 Performance/achievement**

Enrolments for Adult Learning increased again in the 23/24 academic year, resulting in almost 50% growth since the academic year 21/22:

Enrolments	Total
21/22	1033
22/23	1285
23/24	1521

Top three performing areas for enrolments were Family Learning, Arts and Crafts and ICT:

Subject Area	Enrolments 23/24	%
Family Learning	692	45%
Arts and Crafts	211	14%
ICT	111	7%

**3.12 Retention & Achievement**

Achievement overall across the service was good at 86.9%. Community, non-accredited courses achievement rate was 95.6%. Adult Skills, and accredited courses finished the year 23/24 with an achievement rate of 71.9%.

3.13 Retention overall across the service was also good at 91.1%. Community courses retained 96.2% of their learners, with Adult Skills and accredited courses at 85.3%.

3.14 Areas for concern in retention and achievement are as per below:

Area	No. of Learners	Retention	Achievement
Level 1 Maths	17	66.7%	33.3%
Level 2 Maths	25	75%	45.8%
Entry 3 English	9	77.8%	55.6%
Level 1 English	24	55%	30%
Level 2 English	24	81%	61.9%

### 3.15 Funding and Reconciliation

Funding allocation for the service vs. actual spend below:

Funding	Allocation	Actual	Difference from actual	%
Current AEB Funding	£222,434.08	£200,772.73	-£21,661.35	-10%
Adult Community Learning	£376,246.00	£376,246.00	£0.00	100%
EAS	£11,300.00	£22,029.96	£10,729.96	95%
Test & Learn Pilots	£150,000.00	£94,928.34	-£55,071.66	-37%
<b>TOTAL</b>	<b>£759,980.08</b>	£693,977.03	-£66,003.05	-9%

3.16 The service achieved 91% of its allocation target in 23/24, operating with a tolerance of 97%. Therefore, the Adult Learning was required to pay back to the Combined Authority £27,000 of its allocated AEB budget, and £37,539 of its Test and Learn allocation. The ability of the service to meet its allocated budget was conversely impacted by a growth request for additional ESOL provision that was submitted based on local intelligence, but did not convert into enrolments.

3.17 Income and expenditure are closely monitored through a combination of internal and external mechanisms, to ensure that contracts are delivered efficiently. This includes termly scrutiny of performance on profile through Quality, Income and Marketing meetings and Review meetings with the service's Liverpool City Region Combined Authority Relationship Manager.

- 3.18 Where possible, funding streams are maximised to support the delivery of the service. For example, the service utilised its learner discretionary support fund to maintain the service's Warm Hub which offered hot drinks and snacks to learners attending classes in both of its centres. In addition, the service utilises this fund to pay for childcare and travel costs to remove as many barriers to learning as possible.
- 3.19 Halton Adult Learning engaged with the Liverpool City Region's Digital Inclusion Initiative to provide over 40 residents with free devices (tablets), 6 months of free Wi-fi and bespoke training to reduce digital exclusion and support with the development of digital skills and connectivity.
- 3.20 **Key Successes**  
Adult Learning increased its enrolments from 1285 (22/23) to 1521 (23/24). Of these, 768 were new learners.
- 3.21 18.1% of Adult Learners in 23/24 identified as Black & Minority Ethnic (BAME), an increase from 13.4% in 22/23. This is compared with Halton data (3.5%) and Liverpool City region data (7.9%). These enrolments can be attributed mainly to ESOL courses and Family Learning programmes.
- 3.22 The service hosted its first Supported Intern work placement, who successfully completed their Internship and progressed into a voluntary position elsewhere.
- 3.23 The service continued to develop its curriculum offer to deliver tangible outcomes for learners. For example, learners on Creative Writing programmes became self-published authors and began to sell their products through online stores.
- 3.24 **Key issues**  
Recruitment issues and sickness absence has impacted on the capacity of the service and has limited potential enrolments / accreditations.
- 3.25 Achievement rates in accredited courses need to be consistent across the service. Tutors and support teams should continue to work closely to ensure retention, and ultimately achievement rates remain high.
- 3.26 The Liverpool City Region Combined Authority's expectation for 24/25 is that 100% of the allocation must be met. To achieve this, the service must run at full capacity to maximise the income from accredited and non-accredited enrolments.
- 3.27 **Concluding comments**

Overall performance (Recruitment, Achievement and Retention) for the service remains good, with continuous improvements being made.

- 3.28 The Liverpool City Region Combined Authority are committed to supporting Adult Learning in sustaining its support of Halton Residents and helping them to improve their lives. Through regular review and robust monitoring, the CA and Halton Adult Learning seek to minimise any reconciliation.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 None identified at this stage

#### **5.0 FINANCIAL IMPLICATIONS**

- 5.1 Halton Borough Council's Adult Learning Service is 100% externally funded. The service must achieve 100% of its expected delivery outputs in 24/25 to prevent reconciliation and to be able to sustain the Service.

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

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

Halton Adult Learning will continue to collaborate with various health and wellbeing initiatives that are delivered by Halton Borough Council and other external agencies including the Health Improvement Team to support individuals with a range of complex health barriers. The Adult Learning service provides accredited and non-accredited programmes in health and wellbeing and seeks to reduce social isolation and other barriers to happy, healthy lives.

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

The service continues to offer learning programmes and opportunities that reflect the needs of the residents in the borough and the local skills needs. Leaders remain partners of the Halton Employment Partnership in order to keep abreast of the emerging skills need in Halton, and to explore opportunities for collaboration.

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

The service trialled a programme in 23/24 for Care Experienced Young People in Halton that did not attract any enrolments. Service leaders continue to work with the Corporate Parenting Board and the Virtual School team to generate new ideas to engage Care Experienced Young People in the borough.

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

Halton Adult Learning are committed to empowering its residents

and providing development opportunities on a range of 'safe' topics such as Safeguarding for Work, Education and Life, Health and Safety and Online Safety. Learners and staff are provided contextual safeguarding training to ensure that they are equipped to recognise risk (for example, County Lines and the Prevent agenda).

**6.5 Working Towards a Greener Future**

None

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

Halton Adult Learning will continue to develop its curriculum in line with residents' and employers' needs to ensure that individuals are developing the skills and behaviours needed to support the local economy.

**7.0 Risk Analysis**

7.1 The management of the Adult Learning service has been meticulous and close monitoring both internally and externally ensures any risks identified are carefully mitigated, with clear action plans in place to address any underperformance, quality and compliance factors.

**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 under the meaning of the Act.'

<b>REPORT TO:</b>	Employment, Learning and Skills & Community Policy and Performance Board
<b>DATE:</b>	24 <sup>th</sup> February 2025
<b>REPORTING OFFICER:</b>	Executive Director Environment & Regeneration
<b>PORTFOLIO:</b>	Employment, Learning & Skills and Community
<b>SUBJECT:</b>	Performance Management Reports for Quarter 3 of 2024/25
<b>WARD(S)</b>	Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To consider, and to raise any questions or points of clarification, in respect of performance management for the third quarter period to 31<sup>st</sup> December 2024.
- 1.2 Key priorities for development or improvement in 2024-25 were agreed by Members for the various functional areas reporting to the Board as detailed below:
- Employment Learning and Skills
  - Community and Environment
- 1.3 The report details progress made against objectives and milestones and performance targets and provides information relating to key developments and emerging issues that have arisen during the period.

## **2.0 RECOMMENDATION: That**

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

## **3.0 SUPPORTING INFORMATION**

- 3.1 Departmental objectives provide a clear statement on what services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the

Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

**4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

**5.0 FINANCIAL IMPLICATIONS**

5.1 There are no financial implications associated with this report.

**6.0 IMPLICATIONS FOR THE COUNCIL'S**

6.1 All Key Performance Indicators relate directly to the following Council's priorities:

- 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

**7.0 Risk Analysis**

7.1 At the time at which Annual Business Plans are developed Directorate Risk Registers are also refreshed and updated.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 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**

10.1 None under the meaning of the Act.

**Employment, Learning, Skills and Community PPB – Priority Based Monitoring Report Q3**

Reporting Period: 1<sup>st</sup> October to 31<sup>st</sup> December

**1.0 Introduction**

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2024 / 25 for service areas within the remit of the Employment, Learning, Skills and Community (ELSC) Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2024 - 25 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to Employment, Learning, Skills and Community (ELSC) Policy & Performance Board i.e.
  - Employment, Learning and Skills
  - Library and Culture and Leisure Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 5 of this report.
- 1.4 Corporate Priorities



**Halton Borough Council Corporate Plan 2024 – 2029**  
 Our Community, Our Priorities, Our Future

**Plan on a Page**



## 2.0 High Priority Equality Actions

- 2.1 Equality issues continue to form a routine element of the Council's business planning and operational decision-making processes. Additionally, the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.
- 2.2 The Councils latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

## 3.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

### Employment, Learning & Skills

#### Key Objectives / milestones

<b>Corporate Priority</b>	Priority Two – Building a Strong, Sustainable Local Economy. Priority Three – Supporting Children, Young People and Families. Priority Four – Tackling Inequality and Helping those who are most in need. <b>Employment, Learning &amp; Skills</b>
<b>ERD 9</b>	<b>To promote access to learning to those who need it most and create employment opportunities for Halton residents</b>

Milestone	Progress Q3	Supporting Commentary
Deliver six accredited ESOL and two Pre-ESOL courses across Widnes and Runcorn to help our BAME residents improve their English skills between 1 <sup>st</sup> August 2024 and 31 <sup>st</sup> July 2025		Delivery of 3 accredited ESOL programmes and one pre-ESOL programme began in September 2024. A further ESOL tutor has been recruited and will commence the other 3 accredited and one pre-ESOL programme in January 2025.
Utilise a budget of £11,300 LCR Devolved ESFA Hardship Funding for adult learners between 1 <sup>st</sup> August 2024 and 31 <sup>st</sup> July 2025		On track for full spend this academic year
Commence learning programme for those aged 19+ by 1 <sup>st</sup> August 2024		Commenced. Successful recruitment of Art, Personal Development and ESOL tutors has resulted in a wider curriculum offer. At R04

		(November return), Adult Learning was delivering at 95% of its expected allocation, with new programmes to launch in January 2025.
Commence year 3 of the Supported Internship Programme by August 2024		8 new Supported Interns commenced programme in Sep 2024 (year 3). All 8 remain on programme at the end of Q3.
Learners passing courses = 92% by July 2025		105 residents were supported into work through HPIJ employment programmes in Q3. There were more job starts; however, we are awaiting evidence from employers for audit.
Number of learners successfully placed into Employment = 330 by July 2025		Enrolments increased in 3/5 target ward areas (Halton View and Grange decreased slightly). Full scrutiny of ward data to take place in Autumn 1 Quality, Income and Marketing meeting in January 2025
Percentage of people engaged in Learning from most deprived areas increased from 29% to 48% by July 2025		Review of Autumn 1 Achievement Data – Overall 98%, Tailored Learning 100%, Accredited 90.5%. Further achievements expected, awaiting exam results

**Library & Culture Services**

<b>Corporate Priority</b>	<p>Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence.</p> <p>Priority Two – Building a Strong, Sustainable Local Economy.</p> <p>Priority Three – Supporting Children, Young People and Families.</p> <p>Priority Four – Tackling Inequality and Helping those who are most in need.</p> <p><b>Leisure Services</b></p>
<b>ERD 23</b>	<b>To provide a new leisure centre for Widnes</b>

<b>Milestone: One new leisure centre open</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Opening February 2025		Handover of the keys to the Council is scheduled for the 6 <sup>th</sup> of January. Wates staff (constructor) will remain on site for the first 6 weeks, continuing to complete and log items on the snagging list. Wates will provide help and

		support to Sports Facility Team, IT, Property Services, and suppliers to prepare the building and staff for opening to the public. The centre looks fantastic, welcoming and bright. The Sports Team is confident that they will be ready to deliver a varied programme of activity to support residents, staff and visitors from 10 <sup>th</sup> February.
--	--	--

<b>Corporate Priority</b>	<p>Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence.</p> <p>Priority Two – Building a Strong, Sustainable Local Economy.</p> <p>Priority Three – Supporting Children, Young People and Families.</p> <p>Priority Four – Tackling Inequality and Helping those who are most in need.</p> <p><b>Leisure Services</b></p>
<b>ERD 24</b>	<b>Increase footfall at the Brindley</b>

<b>Milestone: Increase footfall at the Brindley</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
Brindley - Total number of tickets sold.		26,805 = £491,099, this figure is an increase of 14,657 tickets from quarter 2. Quarter 3 includes the pantomime.
Brindley - Total number of days Hired days.		42 Hire Days, this figure is lower than last quarter by 11 hires. This is in part because we have halted bookings due to the current construction works and the requirement to give the contractor spaces within the calendar to undertake noisy groundworks.
Brindley - Total number of Council Promotions		52 Council Promotion Days, this figure is up has increased by 41 from quarter 2.

<b>Corporate Priority</b>	<p>Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence.</p> <p>Priority Two – Building a Strong, Sustainable Local Economy.</p> <p>Priority Three – Supporting Children, Young People and Families.</p> <p>Priority Four – Tackling Inequality and Helping those who are most in need.</p> <p><b>Leisure Services</b></p>
---------------------------	--

<b>ERD 25</b>	<b>Increase footfall at the Libraries</b>
---------------	---

<b>Milestone: Increase footfall at the Libraries</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
<p>Footfall for all libraries:</p> <p>Ditton Library Widnes Library Runcorn Library Halton Lea Library</p>		<p>Site footfall counters: Ditton Library = 14,490 Halton Lea Library = 35,657 Runcorn Library = 22,916 Widnes Library = 23,794 <b>Total = 96,857</b></p> <p>Previous quarter (2) people count total was 125,772 Figures for the same quarter last year 2023: (D)4461 (R)17493 (H)32352 (W)19530 = 73,836 an improvement on last year of over 20,000.</p>
Library Digital issues		<p><b>Digital Issues Grand Total = 1,030,223</b> The previous quarter was 1,010,252 (increase of over 20,000)</p>
<p>Library Issues in branch:</p> <p>Ditton Library Widnes Library Runcorn Library Halton Lea Library</p>		<p><b>Library Issues in Branch (October – December 2024)</b> Ditton = 3,894 Widnes = 20,487 Runcorn = 6,639 Halton Lea = 18,801</p> <p>Library issues are up on same period in 2023 but down on previous quarter 2024 (July – September 2024) as expected with summer reading initiatives and events.</p>

<b>Corporate Priority</b>	<p>Priority One - Improving Health, Promoting Wellbeing and Supporting Greater Independence. Priority Two – Building a Strong, Sustainable Local Economy. Priority Three – Supporting Children, Young People and Families. Priority Four – Tackling Inequality and Helping those who are most in need.</p> <p><b>Community Centres</b></p>
<b>ERD 26</b>	<b>Increase footfall at the Community Centres</b>

<b>Milestone: Monitor footfall, hires and events at Community Centres</b>	<b>Progress Q3</b>	<b>Supporting Commentary</b>
---	--------------------	------------------------------

Community Centres - Total number of users in attendance (including drop-ins, events and hires)	✓	<p>The total number of users for Q3 is 52,788</p> <p>Castlefields 9,427  Ditton 11,241  Grangeway 13,605  Murdishaw 7,661  Upton 10,854</p> <p>The total number of users is slightly higher than the previous quarter, the events have brought in more customers along with the increased bookings all 5 our Centres.</p>
Community Centres - Total number of hires	✓	<p>The total number of hires for Q2 is 2,258</p> <p>Castlefields 427  Ditton 473  Grangeway 499  Murdishaw 369  Upton 490</p> <p>All Community Centres are performing well with increased bookings at all Centres. We have taken extra booking due to the closure of the Chi Cafe and accommodated them in Castlefields Community Centre.</p>
Community Centres - Total number of Centre organised events	✓	<p>4/5 Community Centres held parties for Halloween, and Christmas for children. Adult Christmas parties were also held in 4/5.</p> <p>Grangeway and Upton Community Centres run weekly Bingo sessions which are well attended. Grangeway also held a Christmas Fayre with stall holders and activities for Children. Castlefields has an Animal Teach event at the end of the year.</p> <p>Overall, the Community Centre service directly delivered 41 events in Q3 which is on par with the previous quarter, and an increase on the previous year.</p>

## 4.0 Financial Statements

### ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

#### Revenue Operational Budget at 30 November 24

	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>

#### Comments on the above figures

Finance communicates with the department on a regular basis to manage and analyse spending, identifying potential savings that could support current and future priorities. In an era of constrained budgets, achieving these goals is essential. The above report indicates the department will be under budget by £0.123m at year-end, compared to the period 6 projection of £0.030m under budget.

## **Supporting Information**

The department consists of 139fte, of which 69fte are externally funded, with a staff turnover savings target of £0.126m. The employee figures in this report incorporate the pay award for 24/25. All vacancies have been removed from the budget until the next financial year.

Through diligent account monitoring, the success of utilising grant and external funding to alleviate pressure on the core budget is evident in employee expenses. Specific projects have been identified, and staff time has been allocated accordingly. Ensuring at all times that we are compliance with the grant conditions. This approach will continue throughout the year.

To fulfil statutory and contractual obligations and support the borough's regeneration, maintaining a complete staff is essential. However, the challenge of filling surveyor and project manager roles, even with a market supplement, has resulted in a lack of suitable candidates. Consequently, the engagement of agency personnel has been necessary, anticipated to cost £0.320m this financial year. Without these personnel, the borough's regeneration efforts would be hindered, potentially leading to a loss of business rates and council tax. Where possible, these costs are reimbursed through capital and external funding grants. So far, £0.050m has been recharged.

The recruitment of agency staff has increased commercial rental income by enabling the completion of pending rent reviews. All units at The Hive are now tenanted, although a rent-free period was provided to secure lease completions, resulting in a £0.020m shortfall.

A reconciliation of service charges at Rutland House and the relocation of Connect to Halton to the Municipal Building have increased the fees and charges income. As a result, the department is forecasting an overachievement of £0.083m by year-end.

Managers have asked to identify and implement measures to reduce unnecessary spending, whilst also ensuring the needs of the service are met leading to the department's projecting a positive variance amounting to £0.027m within supplies and services.

A recent exercise was conducted to determine the costs associated with empty properties within the Borough. Consequently a new cost centre was established to monitor these expenses. In addition to the loss of rental income whilst the properties remain vacant, the Council also incur additional costs for utilities, repairs, and maintenance. As of the end of September, the total costs related to these properties amount to £0.203m. To reduce the expenses actions need to be taken to accelerate the leasing or explore temporary uses for properties, such as short-term rentals or community projects, which will generate some income and reduce costs.

The Department highlighted the necessity of expert advice to advance regeneration projects. Additionally, the change in Government highlighted the need for an up-to-date Housing Strategy for the Borough.

Following a meeting with the Director of Economy, Enterprise, and Property, it was decided to use the Department's reserves to cover these one-off costs. Seeking external advice will assist with future

grant funding requests from the LCR and Government and enable the department to fulfil its obligations regarding the borough's regeneration strategy.

Although there has been a significant increase in energy costs over the last few years, it is anticipated that costs this financial year will be £0.152m lower than in 2023/24, representing a decrease of over 11%. The department is forecasting that it will be £0.074m under budget by year-end. Since contract prices are fixed until March 2025, projections are based on the 2023/24 usage, using the unit price quoted by the supplier.

Due to a delay in securing a new security contract, the current provider has been granted a one-year extension. Based on the spending over the last six months, actual spend is projected to exceed budget by £0.053m by the end of the year.

The repairs and maintenance programme is under continuous review to ensure it stays within budget. This financial year is particularly challenging because the 24/25 budget did not include an inflation adjustment and was further reduced by 10%. An exercise was conducted with the service to distinguish between capital and revenue expenditures, and the budgets have been adjusted accordingly. Despite these adjustments, revenue expenditure is projected to exceed the budget by £0.099m by the end of the year.

#### **Approved 2024/25 Savings**

Please see Appendix A for details of progress towards achieving budget efficiency savings agreed by Council in February 2023.

### **ECONOMY, ENTERPRISE AND PROPERTY DEPARTMENT**

#### **APPENDIX A**

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		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		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>		

### Capital Budget at 30 November 24

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
<b>Environment &amp; Regeneration Directorate</b>								
<b>Economy, Enterprise &amp; Property</b>								
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
Waterloo Building	0.0	75.0	46.0	66.0	-112.0		0.0	75.0
Equality Act Improvement Works	293.2	93.2	8.7	17.6	59.6		85.9	7.3
Foundary Lane Residential Area	1,160.0	1,160.0	1.8	464.8	2.3		468.9	691.1
Property Improvements	360.2	460.5	4.3	131.1	286.6		422.0	38.5
Town Deal	11,352.9	11,552.9	174.9	261.8	940.0		1,376.7	10,176.2
Runcorn Station Quarter	484.7	484.7	0.0	60.5	15.5		76.0	408.7
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	2,200.0	2,200.0	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	750.0	0.0	30.7	0.0		30.7	719.3
<b>Total EEP</b>	<b>16,693.7</b>	<b>21,363.0</b>	<b>252.2</b>	<b>1,156.8</b>	<b>1,269.0</b>	<b>0.0</b>	<b>2,678.0</b>	<b>18,685.0</b>

### Comments on above figures

**3MG** is in its final stages for development with HBC Field being finalised this year and developments for Liberty Park and the Mound not presently forthcoming. No significant levels of expenditure this quarter.

**Foundry Lane** Resolving some of the site and financial issues remains the main focus of the work of this project in the quarter resulting in minimal expenditure with a view to being back on track in the next quarter.

**Murdishaw** The allocation has been brought forward to continue work to improve the amenity at Murdishaw Community Centre as part of the wider community project. Work has been completed to provide allotment space and further work is due to be undertaken to provide secure and accessible spaces, enhancing the allotment offer. It is intended to allocate and spend the remaining balance within the financial year.

The improvements are part of the wider Murdishaw community regeneration scheme which has supported the delivery of the Tea Tree community café, improvements to bungalows on the estate and environmental improvements.

**Sci-Tech Daresbury Project Violet** Project Violet is currently being reviewed and a full business case is in development. As a result of increased costs, the development appraisal is being reviewed and the funding requirements being reviewed. The programme anticipates a procurement exercise in the next quarter and the revised delivery programme proposes a 26 month build with construction commencing in August 2025 and completion in Q4 2026.

**Waterloo Building** All works complete, site now sold, retention monies left to pay in March 2025 circa £2.5k

**Equality Improvement Works** All budget will be spent by year end, £0.200m allocated to The Brindley.

**Property Improvement** The budget has been adjusted to accommodate two new unforeseen projects: replacing the platform lift at Kids Planet and fully refurbishing the public lift at Halton Lea.

**Changing Places** Works all complete, grant money fully spent, some retention monies left to pay circa £5k.

**Runcorn Station Quarter** The Runcorn Station Development Project will formally be passed over to the CA Rail team as a Merseytravel project from 30th September. A final invoice is estimated to be submitted during quarter 3 2024 period for Network Rail Project Management fees. This is estimated to be no more than £10k. Once this has been paid and claimed, the CA Investment Team will formally end Halton's GFA. Halton's role will continue as strategic partner and actively be involved in the design process.

**Town Deal** Although at different stages work is progressing with all Town Deal funded projects. The Brindley started on site mid-August and the next phase of the Creative and Digital Skill centre started on site in September. The Health Hub design work is completed, and the next stage is to tender the work. Design work progresses on the remaining projects.

**Runcorn Waterfront Residential Development** A contractor for the demolition works was appointed in March 2024, with Planning Consent gained in May 2024. Following a period of services disconnections and liaison with Halton Housing (whose adjoining building Church Mansions, is connected to Churchill Hall), the demolition works commenced in mid-July 2024. The main demolition works are now completed, with practical completion anticipated in mid-Oct 2024, This will bring to a close the Council capital element of the project. The Council continues to work on developing residential proposals for the site in partnership with Halton Housing, community consultation is anticipated in Winter 2024.

**Kingsway Leisure Centre Demolition** Preliminary work is underway, with a submission of an application for demolition works to the Local Planning Authority and the procurement of the demolition contractor both anticipated to commence in Autumn 2024. The demolition works are on track to commence in Spring 2025, following relocation of the Leisure Centre and period of decommissioning of the building.

**Port of Weston** A outline business case has been developed and finalised which demonstrates the viability of the Port of Weston as a business location with a mixture of uses including high-barn warehousing and a business park. Within the quarter a full business case was starting to be commissioned with a view to carrying out a green book assessment to secure the funding for site purchase and development.

**UK Shared Prosperity Fund** Work has commenced at The Brindley. The allocation for the education room will be reflected in the forecast. The allocations for the High Street solar panels and Church Street works are projected for the end of the financial year.

## COMMUNITY AND GREENSPACES DEPARTMENT

Revenue Budget as at 30<sup>th</sup> November 2024

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'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>

Comments on the above figures

The net departmental expenditure is forecast to be £0.616m under budget at the end of the 2024/25 financial year. A marginally improved position from the expected £0.395m forecasted in Month 6. The largest contributor to the underspend is in relation to spend on Employees, this 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, in order to facilitate these, a number of vacancies arising are being held vacant for the current financial year until the new structure is implemented, the most notable being the new structure being realised when the Halton Leisure Centre is opened.

Agency spend is currently sitting at £0.313m for the first half of the 2024/25 financial year. As the Department offers a number of front-line services, including waste collections, in order to continue operations in the event of staff sickness, there is a reliance on agency to reduce the impact on residents within the borough.

Spend on premises costs is forecast to be £0.090m over budget in 2024/25, the new leisure centre is now expected to hand over within this financial year and will begin to incur costs within 2024/25. The site is planning to be open in February 2025, in order to facilitate this, both sites will incur costs in the overlap. This should be offset by the increase in fees expected from a rise in demand with the new site. The original plans were for the leisure centre to utilise the solar farm however the extension required to provide energy to the leisure centre has only recently been submitted for planning, so there is a potential budget pressure next year as the energy will have to be supplied from elsewhere until the solar farm extension is functioning.

Supplies and Services is forecasting an overspend of £0.115m which is a budget pressure throughout the Department, and is primarily caused by inflationary cost increases of key goods and services over recent years, if the Council were to contain these costs within the budget profile there would be a reduction in the service provided. As the Department provides very visible services to the residents of Halton, any changes would be likely to have a negative impact to The Council's reputation.

School Meals food costs have been severely impacted by the high rate of inflation on food, due to the winding up of the service the department is likely to see an underspend in regard to its expenditure, however this will be net against a reduction in income.

Waste Disposal Contract costs are forecasted to achieve £0.279m under the approved budget during 2024/25. Costs are likely to increase slightly from 2023/24 however, from a budgetary position it is still expected to be underspent by the end of the financial year. Reconciliation adjustments for prior year costs are also received several months into subsequent financial years which cause difficulties when accurately projecting expenditure. There is central government initiative to incorporate food waste recycling into all waste provisions across the country, once this has been fully implemented, there is scope to further drive down these costs as when sorted at source, the processing costs are reduced.

Income across the Department (excluding reserves movements) is expected to be below the approved budget profile within 2024/25 by £0.047m, an improved figure from Month 6 - £0.141m, these are offset against reductions in forecasted expenditure for the year in particular the staffing costs, as the staff are not in place to generate the income, however the full impact of changes of this nature will be realised following the cessation of the School Meals service as this budget pressure absorbs any underspend generated. The improvement from Month 6 has come from the Leisure Centre site opening in February and generating higher income than that of the Kingsway facility.

The most significant change in reported outturn from Month 6 is within the Transfers from Reserves line. There has been an identification of £0.202m of grant funding which can be utilised in year from the Homes for Ukraine scheme which is currently in reserves. This can be used against costs arising from the support and subsequent impact on other services as Halton hosts Ukrainian citizens.

### Budget Savings

#### 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"/>	Phase 1 of the restructure is underway with subsequent phases to occur within the next financial year.
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; Environment Department</b>				<b>36</b>	<b>12</b>		

## 5.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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

<b>REPORT TO:</b>	Employment, Learning & Skills and Community Policy and Performance Board
<b>DATE:</b>	24 February 2025
<b>REPORTING OFFICER:</b>	Finance Director
<b>PORTFOLIO:</b>	Corporate Services
<b>SUBJECT:</b>	Councilwide Spending as at 30 November 2024
<b>WARD(S):</b>	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	Q2	Q3 to Date	Total	Total
	£'000	£'000	£'000	£'000	£'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.

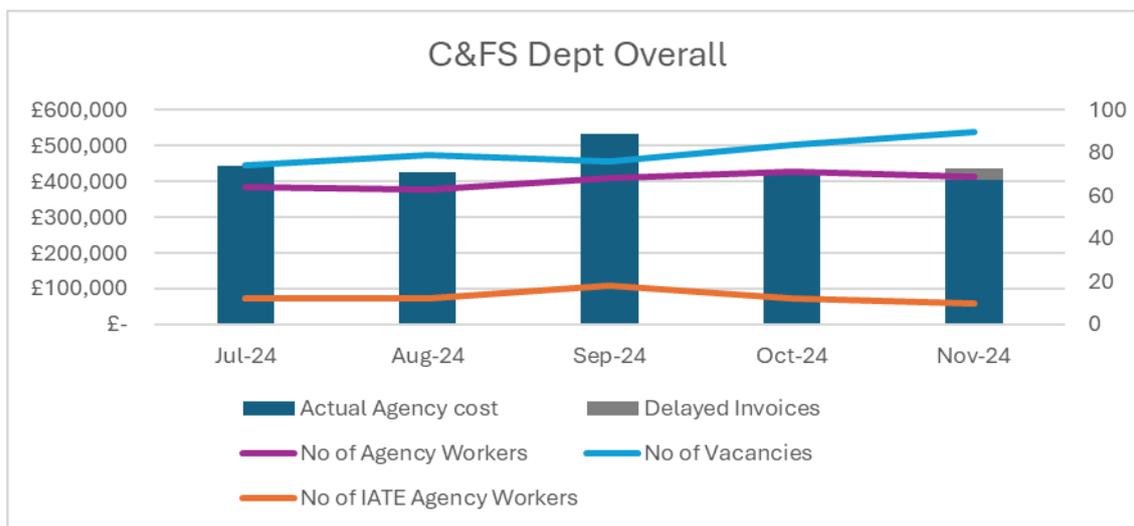
The Children's and Families Department forecast overspend continues to be an area of serious concern and the issues remain the same. These include the difficulty with recruitment of social workers and the subsequent high cost of agency staff, along with spiralling costs of residential placements. This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

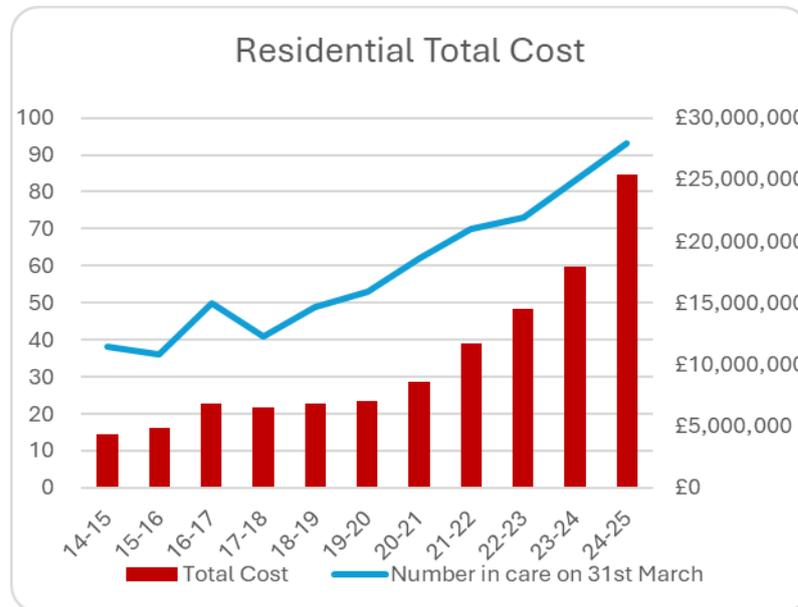
Provision	Weekly Costs	30-Nov-24		30-Sep-24	
		No. Placed	Estimated cost for the year	No. Placed	Estimated cost for the year
Residential	£1000 - £3000	4	476,360	3	425,275
Residential	£3001 - £5000	25	4,956,870	26	5,642,774
Residential	£5001 - £7000	26	7,413,389	27	7,989,196
Residential	£7001 - £15982	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

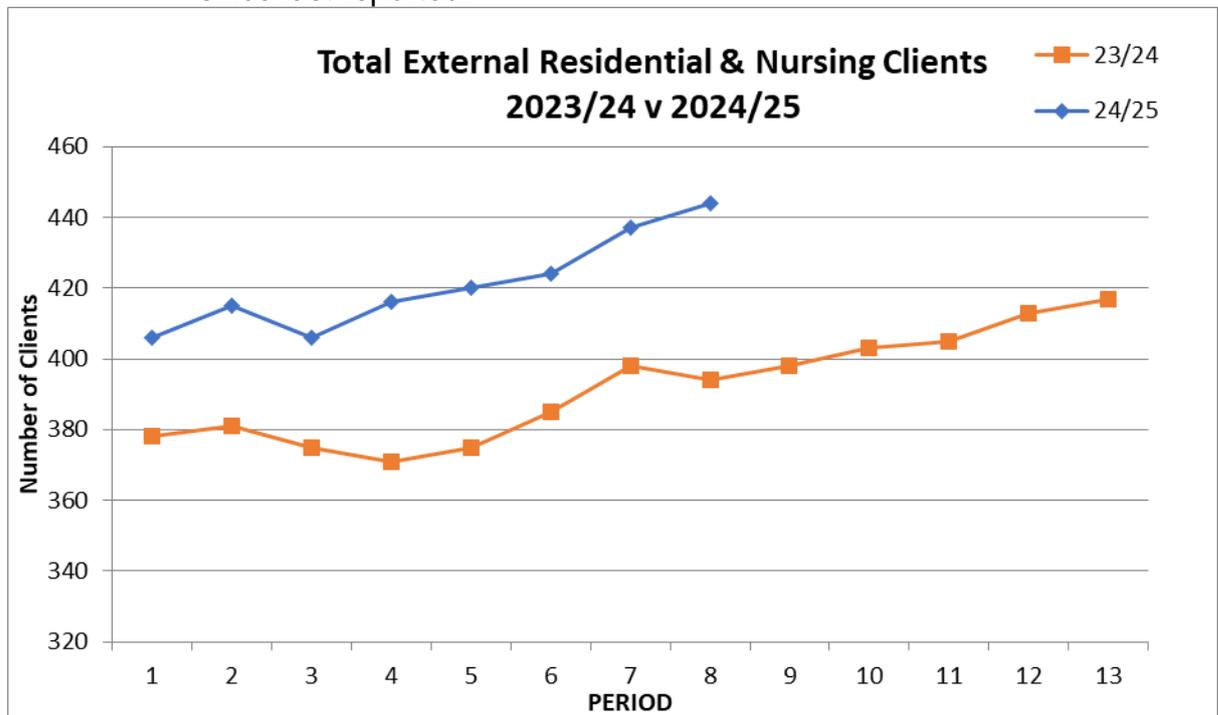
At the end of November 2024 expenditure on Community Care services is over budget profile by £1.569m. It is anticipated that at the end of the financial year it will be overspent by £2.951m. This is an increase of £0.518k from the previous forecast reported at the end of September. Note the September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



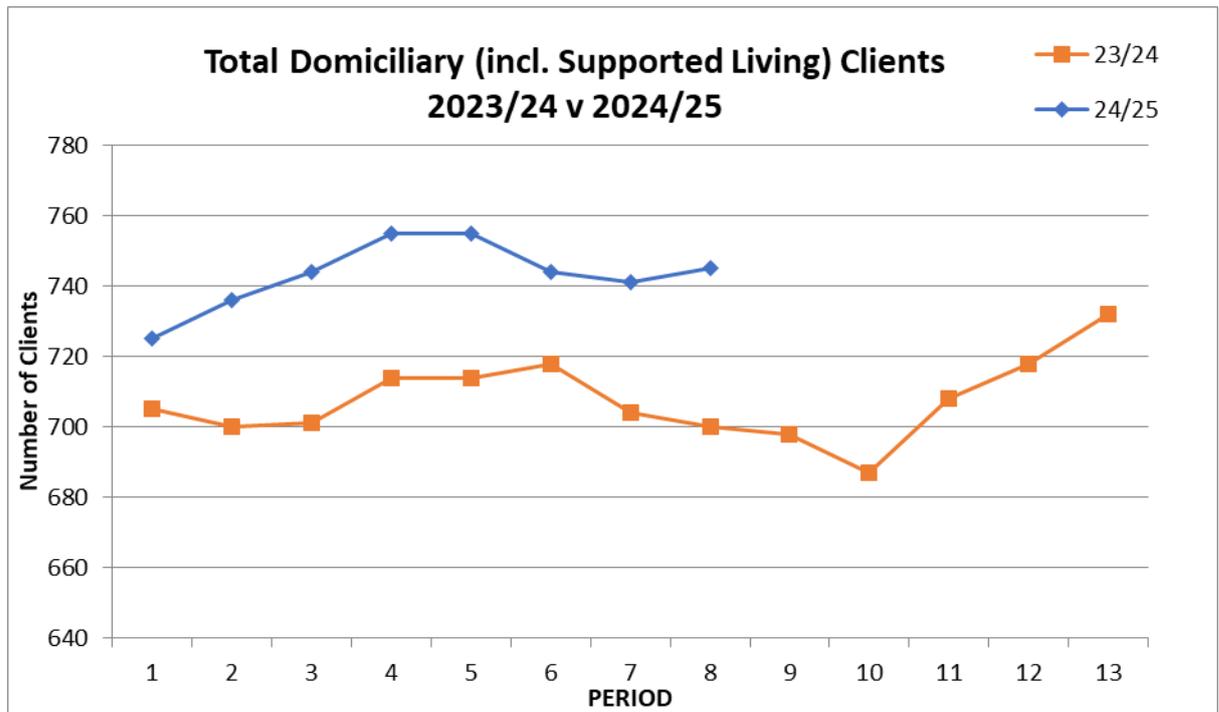
There are 25 external packages which charge top-up amounts currently costing £4,138 per week. The full year forecast spend is circa £0.159m.

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.



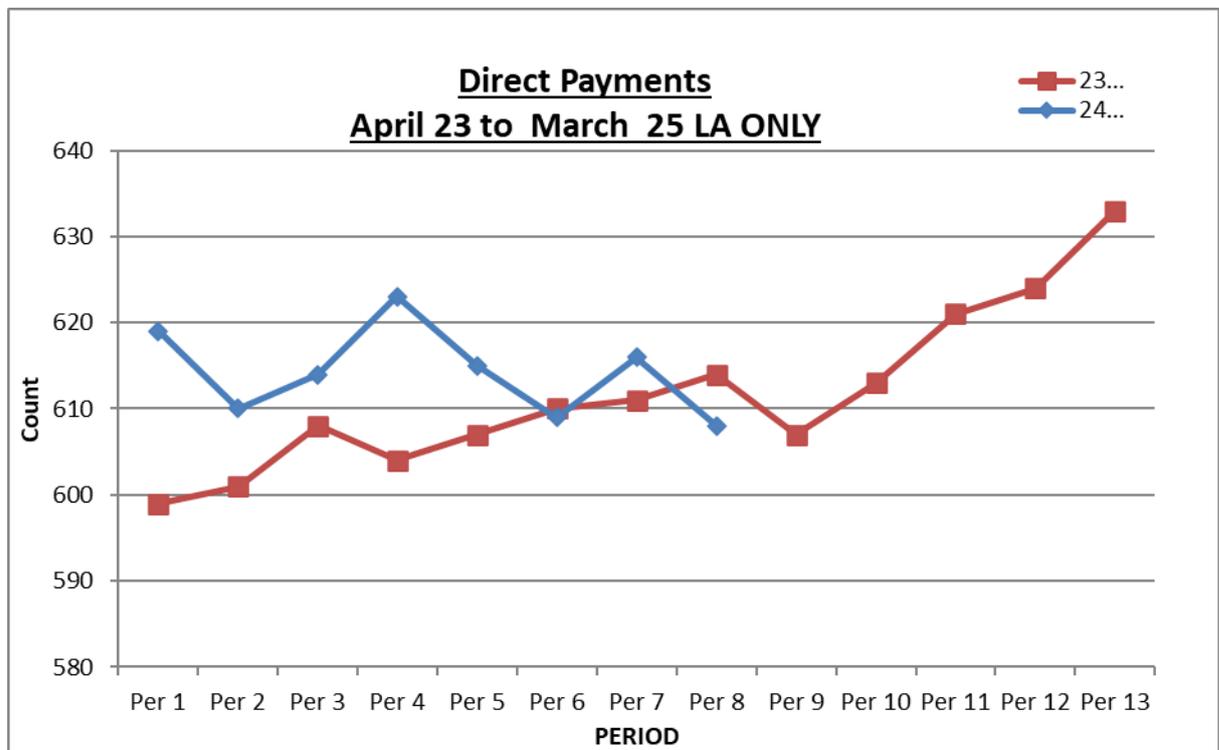
The average cost of a package of care is currently £533 compared with £491 in April, an increase of 8.6%.

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.

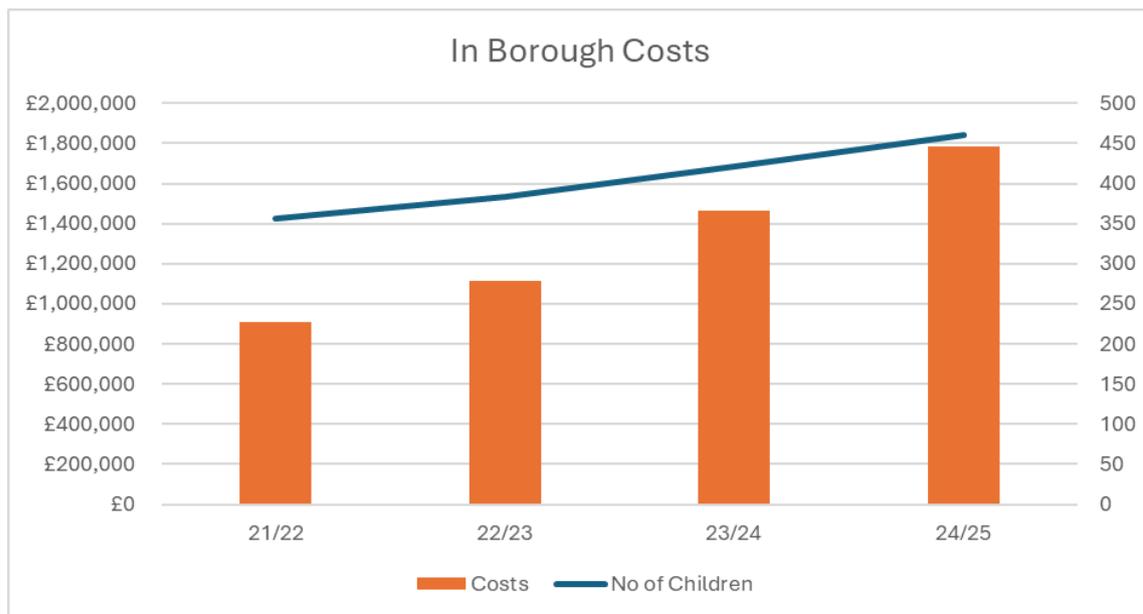
The table below illustrates the split between the two areas, and how each areas spend compares to the budget.

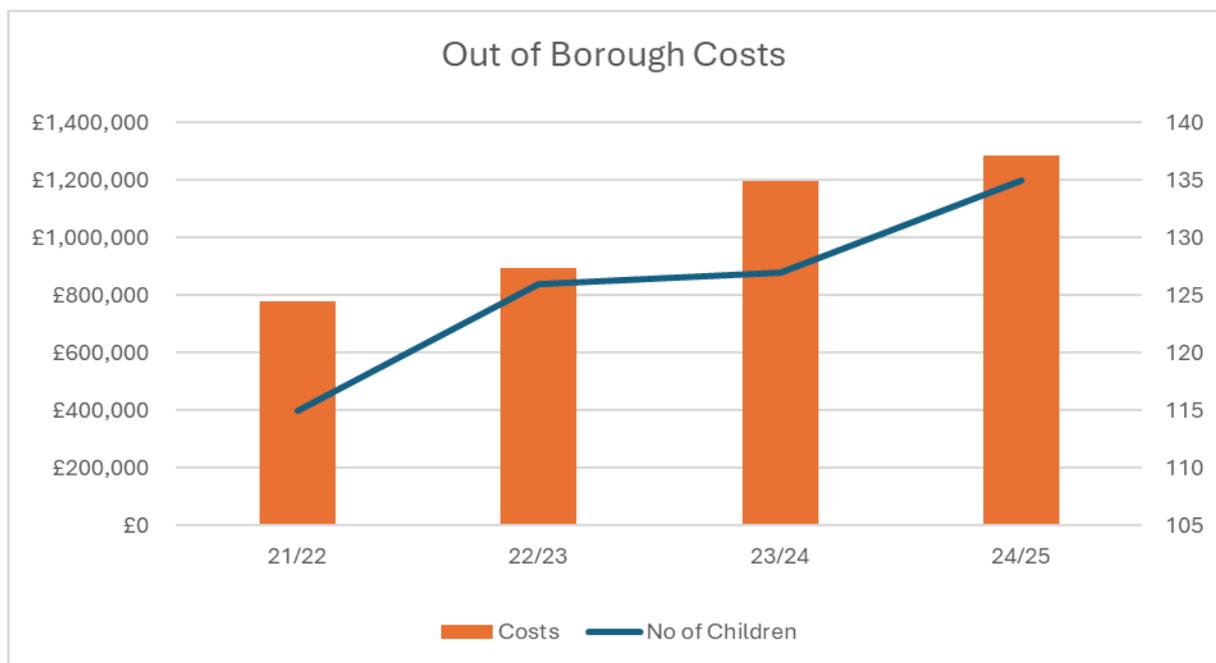
2024-25 as at Nov-24					
Area	Number of Users	Budget £000	Projected Spend £000	Variance £000	Average Cost per User
In Borough	461	1,826	1,783	43	£3,869
Out of Borough	135	489	1,286	(797)	£9,528
<b>Total</b>	<b>596</b>	<b>2,315</b>	<b>3,070</b>	<b>(754)</b>	

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	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'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 Reseres	-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>Madeline Mckenna</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>Millbrow</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>St Luke's</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>St Patrick's</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>Care Homes Divison Management</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 £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'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	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'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	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'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 &amp; Provision

	Annual Budget	Budget to Date	Actual Spend	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'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	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 &amp; 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 &amp; 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 &amp; 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 £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'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**

<b>Scheme Detail</b>	<b>2024/25 Original Allocation £000</b>	<b>2024/25 Revised Allocation £000</b>	<b>Q1 Spend £000</b>	<b>Q2 Spend £000</b>	<b>Q3 Spend £000</b>	<b>Q4 Spend £000</b>	<b>Total Spend £000</b>	<b>Allocation remaining £000</b>	<b>2025/26 Allocation £000</b>	<b>2026/27 Allocation £000</b>
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 contribution for Adults, to ensure	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 work is ongoing to ensure the 2025/6 structure can
				150	0	u	

			the full recovery of related costs.				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		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>		

Children and Families Department

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 are commissioned by the Integrated Care Board.	148	0		To be reviewed.
<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		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		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>		

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 the scheme.</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				
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 approving savings.</li> <li>• Review of savings at departmental and directorate level</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 offsetting savings sought. Transformation Programme Board meeting	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>• 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>						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 Paper</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 rate retention pilot</li> </ul>	3	3	9	ED/SB/NS/MW/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. Provisional settlement	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				
					region <ul style="list-style-type: none"> <li>• Dialogue with DCLG</li> </ul>						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 borrowing.	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				
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 regard to control and reduction of future costs.</p>	30/11/24
8	<b>Mersey Gateway Costs</b> <ul style="list-style-type: none"> <li>Costs</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Regular monitoring with Crossing Board</li> </ul>	2	1	2	ED/SB/MG	Quarterly	<p>Arrangements in place to monitor spend and availability of</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				
	<ul style="list-style-type: none"> <li>Toll Income</li> <li>Funding</li> <li>Accounting treatment</li> </ul>				<ul style="list-style-type: none"> <li>Capital reserve</li> <li>Government Grant</li> <li>Liquidity Fund</li> </ul>						liquidity fund.	
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> <li>Review recovery procedures</li> <li>Benchmarking</li> </ul>	3	2	6	ED/PG/SB/P D/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 be at the same level as for 2023/24. To 30 November 2024 £1.811m was collected in relation to old year debt.	30/11/24
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</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	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>estimate for year.</p> <ul style="list-style-type: none"> <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>						<p>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.</p>	
11	<p><b>Income recovery</b></p> <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	<p>Income shortfalls identified and cause of increased concern in certain areas are being closely monitored. Cost of living crisis adds to uncertainty over collection.</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				
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 Government departments.</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
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</li> </ul>	1	3	3	ED/SB/NS	Monthly	Consideration given in MTFS for loss of 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				
					<p>offered to academies</p> <ul style="list-style-type: none"> <li>Transfer Protocol</li> </ul>							
15	<p><b>Reserves</b></p> <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
16	<p><b>Budget Balancing</b></p> <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</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> </ul>	4	4	16	ED/SB	Ongoing	Updated benchmarking to be reported to better inform Transformation Programme targets.	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>balance current year budget.</p> <ul style="list-style-type: none"> <li>Before transformation targets, there is a forecast budget gap of £68.5m through to 2028/29.</li> </ul>				<ul style="list-style-type: none"> <li>LGA to undertake a financial assurance review.</li> <li>Transformation programme in place.</li> </ul>							