



## Local Economy Policy and Performance Board

**Monday, 26 January 2026 at 6.30 p.m.  
The Board Room - Municipal Building,  
Widnes**

A handwritten signature in black ink, appearing to read 'R. A. Jones'.

### Interim Chief Executive

### BOARD MEMBERSHIP

Councillor Eddie Jones (Chair)	Labour
Councillor Angela Teeling (Vice-Chair)	Labour
Councillor Victoria Begg	Labour
Councillor Neil Connolly	Labour
Councillor Emma Garner	Labour
Councillor Robert Gilligan	Labour
Councillor Noel Hutchinson	Labour
Councillor Kath Loftus	Labour
Councillor Christopher Rowe	Liberal Democrats
Councillor Mike Ryan	Labour
Councillor Aimee Skinner	Labour

*Please contact Isabelle Moorhouse on 01515113979 or  
[isabelle.moorhouse@halton.gov.uk](mailto:isabelle.moorhouse@halton.gov.uk) for further information.*

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

**Part I**

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<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.	
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*In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.*

## **LOCAL ECONOMY POLICY AND PERFORMANCE BOARD**

*At a meeting of the Local Economy Policy and Performance Board on Monday, 17 November 2025 in The Board Room - Municipal Building, Widnes*

Present: Councillors Jones (Chair), Teeling (Vice-Chair), Connolly, Garner, Gilligan, Hutchinson, Rowe and Ryan

Apologies for Absence: Councillors Begg and Skinner

Absence declared on Council business: None.

Officers present: L. Carr, D. Cooke, S. Davies, S. McDonald, L. Nulty, J. Stevens, and I. Moorhouse.

Also in attendance: None.

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

ELS17 MINUTES	<i>Action</i>
<p>The Minutes from the meeting held on 15<sup>th</sup> September 2025, were taken as read and signed as a correct record.</p> <p>Regarding the swimming pool at Halton Leisure Centre, officers noted that the pool had defects when obtained by the Council. A report was made of all the defects, and the Council will pursue this with the constructor. There had been no extraordinary issues with anti-social behaviour.</p> <p>As the contract was agreed some time ago, officers will liaise with Property Services to see who approved the contract.</p> <p>It had been suggested that the pool's abrasive surface was caused by the pool's hard water, but this was contested.</p>	Director of Property Services
ELS18 PUBLIC QUESTION TIME	
<p>It was confirmed that no public questions had been received.</p>	

## ELS19 EXECUTIVE BOARD MINUTES

The Board was presented with the minutes relating to the Employment, Learning & Skills and Community Portfolio, which had been considered by the Executive Board since the last meeting of the Board.

RESOLVED: That the Minutes be noted.

## ELS20 CULTURE AND CULTURE 26; MADE IN HALTON

The Board received a report and accompanying presentation on Culture 26; Made In Halton. Halton will be delivering a Borough of Culture in 2026 titled Culture 26; Made In Halton; this was being developed in partnership with Cultivate Halton. Culture was defined as literature, music, theatre and performance, visual arts, dance and digital media. Culture 26 was part funded by the UKSPF (UK Shared Prosperity Fund) Liverpool City Region Combined Authority (LCR). Halton's first year of culture was in 2021.

There were four elements of Culture 26: Leadership, Communication, Diversity and Dynamism. Halton's creative consultations were held at Norton Priory and Widnes Market and showed the Council's commitment to inclusive cultural engagement through Cultivate Halton's growing network of artists, organisations, and communities. Culture 26 would link in with Visit Halton which was a successful tourism project that was funded with SIF (Strategic Investment Fund) money. Visit Halton was deemed the best tourism project in the LCR and won national awards.

The Reconnecting Runcorn scheme was made up of eight projects with £23.6 million of towns fund investment to boost skills, transport, housing, environment, and visitor attractions. Partnership opportunities were made as part of the project and more would surface as the project continues. Aspire Grants were available for residents who wanted funds to produce a cultural project.

Cultivate Halton would invest locally through inclusive programmes, festivals, and community hubs after it was granted £100,000 from the LCR Combined Authority allocation to Halton. A Cultural Officer would aim to unite sectors to co-create an inclusive cultural offer to transform Halton into a tourism destination. Cultivate Halton would include topics like arts, technology and sciences. Festivals that happened in the borough will be built upon like Halton Fest and Eco Fest. An independent panel will allocate all grants to projects at the end of December 2025. A Film Fest

was planned, and promotional work was planned with Halton Castle.

The new Place Strategy would be a longer-term strategy for the borough to strengthen collaboration between the Council and external cultural participants.

In response to questions raised by the Board, the additional information was provided:

- Historically, LCR expressed an interest in a partnership bid, but they were keen for the boroughs to collaborate amongst themselves. Halton planned present artwork from artists from neighbouring boroughs.
- LCR wanted to stop the Culture Programme after St Helens and the Wirral's second year of culture but Halton did not have a second year so Halton and Sefton would have their culture year in 2026, and Knowsley will have theirs in 2027 which will be the last one. Its replacement was being determined. The Board requested that this comes to a future meeting.
- The Studio was an active studio venue, and it will be part of Culture 26.
- The Panel who awarded the Aspire Grants consisted of the Deputy Lieutenant of Cheshire, the relevant Executive Board member, the Director of Liverpool Independents Biennial, a culture officer from LCR. Halton officers advised the Panel. All Panel members were uninvolved in the grant process.
- A promotional stall for Culture 26 would be held at Widnes Market during the Christmas light switch on.
- The Arts Council had been asked to fund the 'Light Up Halton' project which will connect more rural areas and their communities and get them to these events.
- Six schools were being supported to promote Lewis Carroll who was born in Halton.
- The funding from LCR would be spent by the end of 2026 and was allocated to grants, officer roles and culture projects like Halton Fest. Officers agreed to share a list detailing how the money was allocated.
- The old art space in the Brindley will become part of the new library. The former gallery had the potential to be moved to the ground floor of the Brindley and there is also new art space at Halton Lea library and Kingsway Learning library. Artists were given a month to hang their pictures for free in these spaces.
- Conversations regarding arranging bus trips to help residents attend these art hubs.

Director of Leisure Services

Director of Leisure Services

RESOLVED: That the report be noted.

ELS21 HALTON LIBRARY SERVICE REVIEW - SERVICE UPDATE INCLUDING RUNCORN LIBRARY RELOCATION

The Board received a report and accompanying presentation on the library service. In the accompanying presentation, it was highlighted that there had been an increase in footfall in its temporary location in Church Street. However, events held at the library were popular. The library will move permanently to the Brindley in 2026, and officers were keen to maintain community engagement and utilise the existing Brindley audiences. Self-service technology will be at the new library, but staff will remain on site. The new library will have an outdoor reading space and larger space for events, and a cafe will be onsite too.

The library had a new electric delivery van which will deliver library books to schools, residents and care homes monthly. A phased staggered approach was planned with the vehicle to reach areas which were least efficient for deliveries. The van will also go to places with a high footfall. This service had received positive feedback and was free for residents; it was especially praised by isolated residents. Promotional work for this service will be rolled out over the next 12 months. If needed, library staff could refer residents to Council services.

The Board noted that Halton's libraries were successful and requested promotional material for their residents. They also praised the library staff for their work in the community.

In response to questions raised by the Board, the additional information was provided:

- In 2026, the library would exclusively use BorrowBox for users to access newspapers and magazines.
- All four libraries in Halton were granted 'sanctuary' status.
- Consideration be given by the libraries to Halton adult learners who authored books. Noting however, that there is high demand from self-published authors to have their items stocked by the libraries and it is not always possible or compliant with the libraries stock policy.
- The new library service had 'library reading time' with some schools where the library van delivered new books to a class to read. This was to improve child literacy.

- Halton adult learners who wrote books had their books in the libraries but there were a lot of self-published authors who wanted to have their books there too. Therefore, these books were part of a rotating stock.
- The survey showed that there was a low footfall after 6pm so this was why the libraries closed earlier during the week.

RESOLVED: That the report be noted.

#### ELS22 YOUTH GUARANTEE TRAILBLAZER (YGT)

The Board received a report providing an update on the DWP (Department for Work and Pensions) Youth Guarantee Trailblazer. In August 2025, the Council, as part of the LCR, was commissioned to deliver the DWP/LCR Youth Guarantee Trailblazer which was aimed at supporting care leavers and young people aged 18-21 that were Not in Education, Employment or Training (NEET). Halton's YGT launched with £300,000 from the LCR in September 2025 and tried different approaches to capture its NEET residents.

Part of the Trailblazer was 'Halton People into Jobs' which helped refer young people to upskilling or signposted them to specialist services, including for mental health. NEET young people can meet with advisors who provide practical support, including CV amending and interview practice. This could also include the means of transport to get to a job. The end goal was to help 42 young people get jobs. One young person now teaches other adult learners with IT skills and was obtaining a teaching qualification.

A door-to-door service and phone calls were done to reach out to NEET young people as they would not come to the Council office for support. 36 NEET young people had been helped by November 2025 and would be managed to ensure that they were progressing in obtaining employment or further education. Care leavers were referred to the service and officers provided funding to help young people; 14 care leavers engaged with the service and five have secured employment.

There was a wage incentive for those who helped young people get into work and remain there when apprenticeship funding was delayed. Funding for the project needed to be managed to ensure as many young people as possible could be helped. Some young people requested support with being self-employed, for example, the YGT

helped a young person be a self-employed tattoo artist. In some cases, multiple attempts had to be done to get young people into employment.

The launch event at the stadium became a workshop and they learnt which areas needed to be covered to help young NEET people. 61 young people had engaged with the service since its launch. Lots of different teams worked together to make the YGT work and different elements were looked at to help them. Positive feedback was received from young people who engaged with the YGT.

For the future, the NEET/Care Leaver Panel will be re-established and the YGT will be promoted more. Promotion was done at the leisure centre and other places to reach out to as many young NEET people as possible. Young NEET people were met with weekly.

The Board praised the work done by officers of the YGT.

In response to questions raised by the Board, the additional information was provided:

- The YGT worked with Halton College and students were referred to them. They would also attend the College's events.
- Funding had been used to put NEET young people into education and taster sessions.
- Out of borough care leavers do not get home visits by the YGT but they may be signposted to services nearer to them.
- The YGT had funding until the end of March 2027.

RESOLVED: That the report be noted.

#### ELS23 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 2 OF 2025/26

The Board received the performance management reports for Quarter 2 of 2025-26 (1 July 2025 to 30 September 2025) 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 2025-26 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 provided information relating to key developments and emerging issues that had arisen during the period.

In response to questions raised by the Board, the additional information was provided:

- The original budget for Supplies and Services was provided by grant funding and set in 2019; therefore, it was highly likely to overspend. The Council was borrowing this money from the Public Works Loan Board to bridge the funding gap.
- Officers agreed to bring the audit report on Waste Services to a future meeting.
- Officers would seek information on why £500,000 was set aside for Extended Producer Responsibility as no information was provided on it.
- It was requested that the issues in the meeting rooms be investigated.

Director of Environment & Regeneration

Director of Property Services

RESOLVED: That the report be noted.

*Meeting ended at 20:47*

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

**DATE:** 26 January 2026

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Public Question Time

**WARD(S)** Boroughwide

## 1.0 PURPOSE OF THE REPORT

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

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

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

## 3.0 SUPPORTING INFORMATION

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

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

- a meeting of the Council in the past six months; or
- Requires the disclosure of confidential or exempt information.

(vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.

(vii) The Chair will ask for people to indicate that they wish to ask a question.

(viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.

(ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

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

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

#### 4.0 **POLICY IMPLICATIONS**

4.1 None identified.

#### 5.0 **FINANCIAL IMPLICATIONS**

5.1 None identified.

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

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

None identified.

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

None identified.

- 6.3 **Supporting Children, Young People and Families**
  - None identified.
- 6.4 **Tackling Inequality and Helping Those Who Are Most In Need**
  - None identified.
- 6.5 **Working Towards a Greener Future**
  - None identified.
- 6.6 **Valuing and Appreciating Halton and Our Community**
  - None identified.
- 7.0 **RISK ANALYSIS**
  - 7.1 None.
- 8.0 **EQUALITY AND DIVERSITY ISSUES**
  - 8.1 None identified.
- 9.0 **CLIMATE CHANGE IMPLICATIONS**
  - 9.1 None identified.
- 10.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**
  - 10.1 None under the meaning of the Act.

**REPORT TO:** Local Economy PPB

**DATE:** 26 January 2026

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Executive Board Minutes

**WARD(S)** Boroughwide

## 1.0 PURPOSE OF THE REPORT

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

## 2.0 RECOMMENDATION: That the Minutes be noted.

## 3.0 POLICY IMPLICATIONS

- 3.1 None.

## 4.0 FINANCIAL IMPLICATIONS

- 4.1 None.

## 5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

None.

### 5.2 Building a Strong, Sustainable Local Economy

None.

### 5.3 Supporting Children, Young People and Families

None.

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

None.

5.5 **Working Towards a Greener Future**

None.

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

None.

6.0 **RISK ANALYSIS**

6.1 None.

7.0 **EQUALITY AND DIVERSITY ISSUES**

7.1 None.

8.0 **CLIMATE CHANGE IMPLICATIONS**

8.1 None 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.

**APPENDIX 1**

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

**EXECUTIVE BOARD MEETING HELD ON 13 NOVEMBER 2025**

<b>EXB65</b>	<b>CULTURE</b>
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The Board considered a report of the Executive Director Environment and Regeneration, which provided an update on the Culture Work Programme and Borough of Culture approach for 2026 and beyond. Halton was scheduled to deliver Borough of Culture in 2026 and the report set out the draft programme for the year.

It was noted that new arrangements for the future programme of Borough of Culture had been in place since 2018. Liverpool City Region (LCR) Chief Executives had met earlier this year and the LCR Neighbourhoods and Communities Directors Group had met in March 2025. An experienced consultant had also been procured to engage with key delivery stakeholders across the LCR and this had provided recommendations on the future of the programme.

**RESOLVED:** That the Board

- 1) approves the 2026 year of culture work programme;
- 2) supports a forward culture approach; and
- 3) agrees a proposal to explore a music festival for Halton in 2027.

**EXECUTIVE BOARD MEETING HELD ON 11 DECEMBER 2025**

<b>EXB77</b>	<b>CONNECT TO WORK PROGRAMME</b>
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The Board considered a report of the Executive Director Environment and Regeneration, that advised on the opportunity for the Council to participate in the Liverpool City Region Combined Authority's delivery of the national Connect to Work programme and sought delegated authority to negotiate and execute related Grant Funding Agreements.

**RESOLVED:** That

- 1) the Board approve the indicative £2,170,118 funding allocation from the Liverpool City Region Combined Authority for delivery of the Halton Connect to Work programme; and

- 2) authority be delegated to the Executive Director Environment and Regeneration, in consultation with the Portfolio Holder for Employment, Learning, Skills and Community, the Director Finance / Section 151 Officer and the Director of Legal and Democratic Services, to negotiate and execute Grant Funding Agreements for delivery of the Connect to Work programme.

<b>REPORT TO:</b>	Local Economy Policy and Performance Board
<b>DATE:</b>	26 <sup>th</sup> January 2026
<b>REPORTING OFFICER:</b>	Executive Director Environment and Regeneration
<b>PORTFOLIO:</b>	Employment Learning, Skills and Community
<b>SUBJECT:</b>	Youth Hubs (Halton People into Jobs)
<b>WARD(S)</b>	Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide members with an update on HPIJ/DWP Youth Hubs
- 1.2 To provide opportunities to members to raise any questions with regards to the Youth Hubs

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

## **3.0 SUPPORTING INFORMATION**

### **3.1 Background to the Youth Hubs**

In December 2025 Halton Borough Council were awarded a grant by DWP to deliver two Youth Hubs, one in Runcorn and one in Widnes which are aimed at supporting young people aged 18-24 that are unemployed and in receipt of Universal Credit.

- 3.2 Youth Hubs will be delivered by Halton People into Jobs in collaboration with DWP/Jobcentre Plus Work Coaches.
- 3.3 The grant to deliver Youth Hubs has been awarded for one year. The Youth Hubs will be based at:
  - Halton People into Jobs, Church Street, Runcorn
  - Halton People into Jobs, Kingsway Learning Centre, Widnes
- 3.4 Youth Hubs will 'go live' from 5<sup>th</sup> January 2026.
- 3.5 The aim of the Youth Hubs is to try and engage with unemployed young people aged 18-24 and/or NEET care leavers outside of the normal Jobcentre Plus environment.
- 3.6 Referrals can be made to the Youth Hubs/Halton People into Jobs through a range of sources including self-referrals, Work Coaches,

HPIJ community engagement, HBC services and other third-party organisations etc (list not exhaustive).

- 3.7 Youth Hubs support the work of the Council by providing unemployed/NEET young people and care leavers access to a wide range of opportunities to help them progress.
- 3.8 All referrals to the Youth Hubs will be triaged through Halton People into Jobs to ensure that the right referral is made at the right time for each young person. Employment Specialists provide a tailored programme of practical support and will signpost to other appropriate programmes such as Youth Gurantee Trailblazer and other specialist advice services that are needed e.g. housing, debt, mental health, dependency etc. This wrap around support is provided throughout their time on the programme and continues when they move into work to ensure they have the best chances of sustaining employment.
- 3.9 Jobcentre Plus Work Coaches will be co-located with Halton People into Jobs for a minimum of 3-days per week at each Youth Hub.
- 3.1 Effective employer engagement is a key element of the Youth Hubs. 0 Sourcing employers who can provide paid/unpaid opportunities that young people want is vital.
- 3.1 **Performance/achievement**
  - 1 Delivery commences 5<sup>th</sup> January 2026. Performance will be comprehensively managed and monitored through a range of internal and external measures.
- 3.1 **Performance targets from 2026 – 2027:**
  - 2

Target	Runcorn Youth Hub	Widnes Youth Hub	Total
Provide a unique package of support to young people	100	100	<b>200</b>
Provide intensive case loading and mentoring support to young people (e.g. care leavers, hostel dwellers, ex-offenders, unaccompanied care leavers as required)	25	25	<b>50</b>
Intensive case loading and job search support for 40 NEET young people acting as a job broker to move them into employment or matched to be mentored within self-employment to move them along into starting	20	20	<b>40</b>

their own business			
A minimum of 100 different sessions delivered to 200 young people across Halton, e.g. - careers talks/mentoring circles in different sectors.	50 sessions (100 young people)	50 sessions (100 young people)	<b>100 sessions (200 young people)</b>
30% into work	30	30	<b>60</b>
10% volunteering	10	10	<b>20</b>
10% into work experience	10	10	<b>20</b>
10% educational outcomes	10	10	<b>20</b>

### 3.1 **Key Successes**

3 Collaborative working across HBC, DWP/Jobcentre Plus and other external services has already resulted in a strong number of referrals being made to other programmes such as Work and Health Programme, Pioneer Programme, Ways to Work and the Youth Guarantee Trailblazer meaning more young people are gaining access to the support they need to improve their prospects and find paid work.

### 3.1 **Key issues**

4 Engagement from young people can sometimes be inconsistent. Employment Specialists are finding that in some cases it can take up to three appointments for the young person to attend. Innovative ways to improve referral to attendance rates are currently being explored further. Work Coaches will be able to support and encourage engagement to help young people maximise the service and funding available to them.

### 3.1 **Concluding comments**

5 The teams that deliver the Youth Hubs have worked hard to improve the lives of the young people across the Borough. Youth Hubs will complement the work undertaken by the wider Employment, Learning & Skills Division and allows for the provision of a tailored package of support which will progress the young person/care leavers in a way that works for them.

## 4.0 **POLICY IMPLICATIONS**

4.1 Key policy implications have related to Safeguarding Children & Young People. Policies have been reviewed and continue to be updated in line with guidance to keep young people safe.

## 5.0 **FINANCIAL IMPLICATIONS**

- 5.1 The Youth Hubs are externally funded by DWP. A Grant Agreement is in place between the DWP and Halton Borough Council.
- 5.2 Management information and financial claims will be submitted to DWP to draw down the income to cover project expenditure retrospectively each month.
- 5.3 Income and expenditure are closely monitored through a combination of internal and external mechanisms, to ensure that contracts are delivered efficiently.

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

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

NEET young people and care leavers will be signposted to 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, resulting in greater independence.

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

The fantastic achievements that have come out of the various programmes delivered by Halton Borough Council's Employment, Learning and Skills Division have led to increased qualification levels and many residents gaining employment - positive outcomes for the local economy.

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

The Youth Hubs will support young people aged 18-24 (including some young people with SEND). Key elements of the Youth Hubs will help young people develop a wide range of skills that help in the workplace.

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

The Youth Hubs will support vulnerable young people that need support to access paid employment, work experience, volunteering, self-employment, or training to upskill. The HPIJ team liaises with Halton Employers to tackle inequality and source equal access to placements for NEET young people and care leavers.

### **6.5 Working Towards a Greener Future**

None

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

The Youth Hubs will support young people aged 18-24 (including some young people with SEND) to access opportunities and support in the community. Placements can be offered sourced in a range of community venues to add value to the community.

**7.0 Risk Analysis**

7.1 The management of the Youth Hubs will be meticulously and closely monitored both internally and externally to ensure 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. LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF  
0 THE LOCAL GOVERNMENT ACT 1972**

'None under the meaning of the Act.'

<b>REPORT TO:</b>	Local Economy Policy and Performance Board
<b>DATE:</b>	26 <sup>th</sup> January 2026
<b>REPORTING OFFICER:</b>	Executive Director Environment and Regeneration
<b>PORTFOLIO:</b>	Employment, Learning, Skills and Community
<b>SUBJECT:</b>	Halton Adult Learning Position Statement 24/25
<b>WARD(S)</b>	Borough wide

## **1.0 PURPOSE OF THE REPORT**

1.1 To provide Members with an overview of the Halton Adult Learning Service performance in the academic year 24/25.

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

## **3.0 SUPPORTING INFORMATION**

### **3.1 Background Information**

Funded through the Liverpool City Region's (LCR) devolved Adult Skills Fund, Halton Adult Learning delivers a range of accredited and non-accredited 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.

3.2 In the academic year 24/25, the service recruited a number of new teaching staff, which led to a broadening of the curriculum to include a range of Arts, Crafts and Wellbeing programmes (both accredited and non-accredited).

### **3.3 Curriculum Intent**

All programmes delivered by Halton Adult Learning are designed to empower local residents in taking their next steps, whether that be on to further training, skills development or employment.

3.4 Working closely with Halton Employment Partnership (HEP) and Halton People into Jobs (HPIJ) the service develops a responsive curriculum which aligns with local skills gaps and seeks to develop the skills that employers are looking for – literacy, numeracy, digital skills, communication and teamworking. Additionally, the service regularly collects Learner Voice data through course evaluations, feedback and Learner Forums, and develops curricula that align with residents' own personal goals – developing social relationships, practical skills and

confidence building.

### 3.5 **Accreditations**

In the academic year 24/25, over 300 learners were registered on regulated qualifications with the service, from Entry Level 1 to Level 3. Accredited courses delivered by the service include English, maths, Digital Skills, ESOL, Creative Craft, Art and Design and core transferrable skills such as Equality and Diversity, Safeguarding and British Values.

### 3.6 Entry Levels, Level 1 and Level 2 accredited programmes accounted for £241,280.08 of Adult Skills funding drawn down in 24/25. An additional £12,596.05 was drawn down for level 3 qualifications through Free Courses for Jobs funding.

### 3.7 **Test & Learn programmes**

A proportion of the service's annual funding is ringfenced for 'Test & Learn' projects, which afford the service the opportunity to deliver innovative projects in line with local need. In 24/25, the service capitalised on the success of its previous Creative Writing programmes and launched an additional Creative Writing Course (Write Your Own Memoir), delivered through Test & Learn in 24/25, to support learners in continuing to develop their reading, writing and communication skills. 58 learners completed Test and Learn courses in 24/25 (Memoirs and Write Your Own Children's story, which was in its second year of T&L).

### 3.8 **Inclusion**

Halton Adult Learning prides itself on offering inclusive and empowering learning programmes, seeking to remove barriers to teaching, learning and assessment faced by adults in the borough. The service regularly reviews those that may be seen as disadvantaged, through Equality, Diversity and Inclusion Metrics. In 24/25, 18.4% of learners at enrolment declared a Learning Difficulty, whilst 31.3% declared a disability. Learners in the over 50 age bracket increased, as well as those identifying as BAME.

### 3.9 **Performance/achievement**

Enrolment numbers for courses at Halton Adult Learning in 24/25 were:

Academic Year	Total for Year	Direction of Travel Year on Year
22/23	1331	↑
23/24	1578	↑
24/25	1588	↑

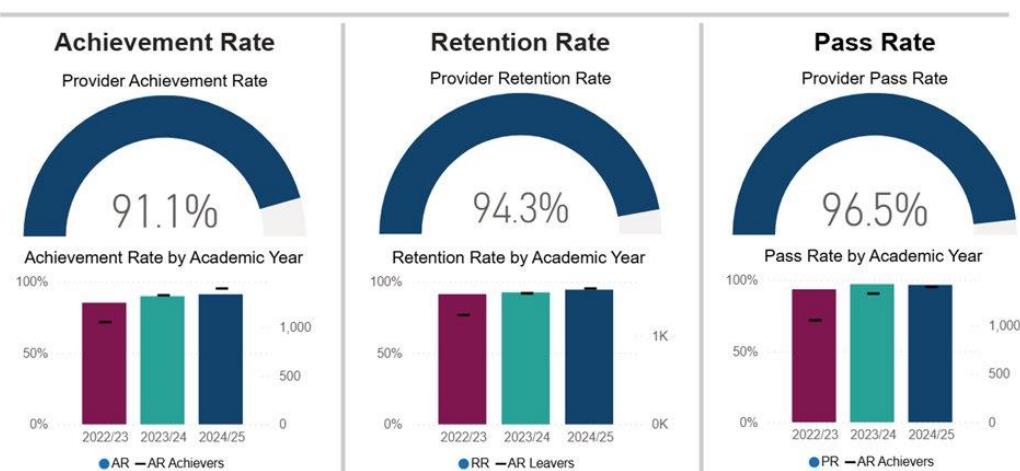
### 3.10 By subject area (24/25):

Subject Area	Enrolments	%
Family Learning	607	38%
Arts and Crafts	323	20%
ICT	148	9%
ESOL	118	7%

Distance Learning	86	5%
Test and Learn	59	4%
English	50	3%
Education & Childcare	49	3%
Maths	47	3%
Personal Development	44	3%
Wellbeing	41	3%
Writing	16	1%
<b>Total</b>	<b>1588</b>	<b>100%</b>

### 3.11 Retention & Achievement

Overall, achievement and retention rates in Adult Learning programmes have improved steadily over the last three years. The overall pass rate has dropped by 0.6%, but more learners passed in 24/25 (1397) than they did in 22/23 (1052) and 23/24 (1328)



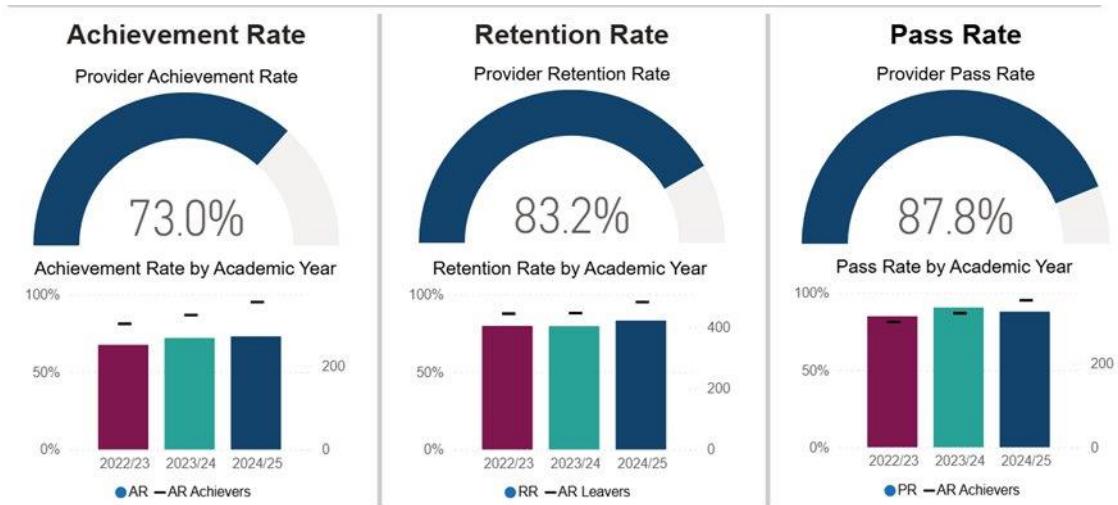
### 3.12 Achievement – Tailored Learning (Courses without a qualification attached)



### 3.13 In Tailored Learning provision, achievement, retention and pass rates increased

in 24/25 and show a steady increase over the past 3 years. Tailored learning provision remains a buoyant element of the Adult Learning offer. In addition to achievement and retention rates improving year on year, actual numbers of learners passing continues to grow (752 in 22/23, 1007 in 23/24 and 1045 in 24/25). Family Learning remains the biggest area in Tailored Learning provision, with parents accessing learning in schools across Halton.

### 3.14 Achievement – Accredited Programmes



3.15 Achievement and retention rates on accredited programmes increased again this academic year, with 73% of learners achieving, and 83.2% of learners completing their learning programmes. Pass rates fell by 2.6%, despite 31 more learners passing in 24/24 than in 23/24. In terms of level; Entry and Level 1 qualifications have seen a small increase year on year, whereas level 2 has decreased by 4.5% compared with last year. Level 3 achievement shows a sharp upwards turn, but this is reflective of the relatively small cohort (4 last year, 8 in 24/25)

### 3.16 Funding and Reconciliation

The service achieved over 97% of its funding target in 24/25, compared with 91% in 23/24. Halton Adult Learning are therefore required to reconcile approximately £25,000 to the Liverpool City Region Combined Authority, compared to £75,000 in the year 23/24.

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 offers 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. On creative courses, training materials were free for learners, and the service was able to pay for travel to Hazlehurst Studios with Halton Community Transport. Additionally, the service took part in the Liverpool City Region's Digital Inclusion initiative, offering free tablets and data to residents in return for undertaking a short training session.

**3.19 Key Successes.**

Overall, achievement and retention rates in Adult Learning programmes Have improved steadily over the last three years. In Tailored Learning provision, achievement, retention and pass rates increased in 24/25 and show a steady increase over the past 3 years. The difference in achievement rates for those that do not declare LLDD at enrolment, compared to those that do, is 3%.

- 3.20 The service held a successful Art Exhibition and Open Day in July 2025 with over 100 visitors to Kingsway Learning Centre. Learners exhibited their own work and provided information, advice and guidance to prospective new learners. In the year 25/26, this will be expanded in conjunction with Culture 26, and learners will have the opportunity to display their work at Runcorn Town Hall.
- 3.21 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; Creative Enterprise learners received tuition on how to establish themselves as self-employed.
- 3.22 Learner Voice remains strong at Halton Adult Learning, with learners expressing how programmes have impacted on their confidence, employability, academic skills and social wellbeing:
- 3.23 *'I have had a great experience whilst being a learner here, it has built up my confidence, and I have also gained new qualifications to help improve my chances of finding a job. Everyone I have been with have been kind, friendly and just overall lovely people who want to help you.'*  
(Digital Inclusion Learner)
- 3.24 *'Amazing, I love the atmosphere, the teachers. Everyone is very nice and helpful. I'm very thankful that the childcare costs are covered, I wouldn't be able to do the course otherwise. It's really nice to get out of the house and meet new people.'*  
(Write Your Own Children's Story Learner)
- 3.25 *'I felt really supported and given clear goals and expectations. Sometimes it felt like information overload at first but then criteria would be broken down into easy, manageable chunks with plenty of support and guidance to hit assessment criteria.'* (Award in Education and Training Learner)
- 3.26 Managers in the service have worked hard to foster collaboration across other Council services and organisations across the borough. The service maintains strong relationships across Halton and the Wider Liverpool City Region with operational and strategic partners in Employment, Skills and Inclusion, driven by

the Halton Employment Partnership (HEP) and membership of various multi-agency groups.

**3.27 Next Steps**

The service aims to improve its achievement rates in 25/26, particularly in accredited programmes. This will be achieved by continued review of retention and achievement in these programmes, particularly in areas of concern such as maths and English. The service has recruited new members of staff in these areas; these members of staff will be closely supported by leaders in order to increase retention and achievement rates. The service has also changed to a new Awarding Organisation for maths, English and Digital Skills, who provide a more robust Initial Assessment platform. This will enable tutors to get a clearer view of learners' starting points and enable them to work with the learner to progress more securely through their qualifications.

**3.28** The service will continue to improve and increase its relationships with key stakeholders to ensure that curriculum intent, design and implementation is as inclusive as possible and ensures equality of opportunity for those facing disadvantage. For example, continuing to maximise opportunities borne out of HEP partnerships and utilising the expertise of HBC colleagues, such as those specialising in disability and accessibility.

**3.29** Leaders will implement three new Test and Learn projects in 25/26, aimed at further removing barriers for those facing disadvantage: a Care Leaver Ambassador project aiming to increase the number of Care Experienced Young People accessing Adult Learning provision; an Adult Learning mentoring project for existing learners to broaden their skillsets in supporting newer learners; and an ESOL Baby Steps project aiming to support those who do not have English as a second language to access health services.

**3.30 Concluding comments**

Halton Adult Learning has sustained a strong position since the start of the academic year 25/26; with the inclusion of a summer timetable and an increased number of accredited programmes in the Autumn term, the service has performed consistently at over 100% of its planned delivery allocation. With this in mind, the service will apply for growth at the next LCR Performance Management Point in March 2026.

**3.31** 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 continue to provide residents with the opportunity to access new learning opportunities that will provide them with the transferable skills they need for their next steps, whether that be improved personal circumstances, further learning or paid employment.

**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 to prevent reconciliation and to be able to sustain the Service. As the service only achieved 97% of its target in 24/25, the reconciliation is anticipated to be around £20,000 this year. The Combined Authority recognises the continued progress made by the service and has not reduced the overall allocation for 25/26. As of December 2025, the service is currently performing at 101% of its funding target, with another 30+ courses to begin in the Spring term. The service will apply for a growth in allocation in March 2026.

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

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

Learners have explored ways to monetise their talents, setting up Amazon accounts to sell their published stories, and taking commissions for craft projects. Learners writing memoirs found the process to be cathartic and empowering; learners undertaking 'Mindfulness Mondays' and 'After Work Art' found the courses invaluable to their mental health and ability to relax away from their stressful 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. For 25/26, the service has broadened its level 2 offer, supporting learners in achieving substantial qualifications. From a learner progression perspective, the service aims to introduce a wider level 3 offer via Free Courses for Jobs funding in 26/27.

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

Many of the skills developed on courses at Adult Learning seek to address skills gaps in adults that have a direct impact on children, grandchildren and other family members. Family Learning remained a core part of the Adult Learning Curriculum in 24/25, with 607 parents enrolling on to courses in literacy, numeracy, child development and mental health programmes.

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

Halton Adult Learning are committed to empowering its residents and providing new opportunities for those in need. Adult Learning programmes in 24/25 were free for those earning under £33,958.60, and the curriculum designed in a way that provided opportunities to develop cultural capital – for example studying others' published writing, artist's pieces and visiting educational attractions. Through the Adult Skills Fund Learner Support Funding the service was able to fund transport, childcare and Warm Hub (food and drink) supplies to those in need to ensure barriers to learning were removed wherever possible.

### **6.5 Working Towards a Greener Future**

Sustainable materials were utilised where possible. For example, learners on sewing courses were encouraged to bring in pre-loved pieces from home to re-use the material instead of purchasing new. Learners are provided with reusable water bottles in their welcome packs to reduce the use of single use plastics.

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

Through curriculum design and development, appreciation for the borough and community was embedded into the delivery of courses. The service offered creative sessions during World Refugee Week to promote social cohesion and a sense of belonging. Learners visited local landmarks such as the Dukesfield murals and designed and created a new mural in Widnes Library.

**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 identified

**9.0 CLIMATE CHANGE IMPLICATIONS**

9.1 None identified

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

‘None under the meaning of the Act.’

**REPORT TO:** Local Economy Policy and Performance Board

**DATE:** 26 January 2026

**REPORTING OFFICER:** Finance Director

**PORTFOLIO:** Corporate Services

**SUBJECT:** Councilwide Spending as at 30 November 2025

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

## 1.0 PURPOSE OF REPORT

1.1 To report the Council's overall revenue spending position as at 30 November 2025, together with the latest year-end outturn forecast.

## 2.0 RECOMMENDED: That;

(i) The Council's overall spending position as at 30 November 2025 outlined in the Appendix, be noted.

## 3.0 SUPPORTING INFORMATION

3.1 On 15 January 2026 the Executive Board received the report shown in the Appendix. This presented details of Councilwide revenue spending by each Department as at 30 November 2025 along with forecasts to year-end, and outlines the reasons for key variances between spending and 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.

3.3 A Councilwide monitoring report is presented to Executive Board every two months and the attached report covers the period 1 April 2024 to 30 November 2025 in terms of revenue and capital spending.

3.4 Within the report, Appendix 1 provides a Councilwide summary of revenue spending, while Appendix 2 presents details relating to each Department. In addition to spending as at 30 November 2025, the latest year-end forecasts of variances between revenue spending and budget are provided.

3.5 Appendix 3 outlines the forecast deficit on the schools high needs budget.

3.6 Appendix 4 indicates progress with implementation of previously approved budget savings for 2024/25 and 2025/26. Appendix 4 presents an update of the budget risk register.

3.7 Appendix 5 presents spending to date against the capital programme.

## 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 6 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

**APPENDIX**

**REPORT TO:** Executive Board

**DATE:** 15 January 2026

**REPORTING OFFICER:** Director of Finance

**PORTFOLIO:** Corporate Services

**SUBJECT:** 2025/26 Councilwide Spending as at 30 November 2025

**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 2025 together with a 2025/26 forecast outturn position.

**2.0 RECOMMENDED: That;**

- (ii) Executive Directors continue to implement the approved 2025/26 saving proposals as detailed in Appendix 4;
- (iii) Executive Directors continue to identify areas where they can further reduce their directorate's spending or generate income, in order to ensure the council wide forecast outturn overspend position for the year remains within budget.
- (iv) 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.
- (v) Council be asked to approve the revisions to the capital programme set-out in paragraph 3.31 and incorporated within Appendix 5;
- (vi) The forecast position for High Needs set-out in Para 3.19 to 3.24 and Appendix 3, be noted.

**3.0 SUPPORTING INFORMATION**

**Revenue Spending**

3.1 Appendix 1 presents a summary of spending against the operational revenue budget up to 30 November 2025 (period 8) and Appendix 2 provides detailed figures for each individual Department. In overall terms, net Council spending as at 30 November 2025 is £0.294m over budget.

The outturn forecast for the year estimates that net spending will be over budget by £1.281m if no further corrective action is taken. This is a much improved position from that reported at the end of September 2025 (period 6) where forecast spend for the year was estimated to be £4.672m over budget.

- 3.2 The improved position on the forecast outturn from that reported at the end of September 2025 can be linked across a number of areas, including:
  - Adult Social Care Directorate – The forecast outturn position for Community Care is £0.683m at the end of November, compared to a forecast outturn of £2.315m from two months prior. The position has improved due to more flexible utilisation of the Disabled Facility Grant (DFG) through the capitalisation of qualifying staffing and equipment costs against the grant, which it is intended to continue for future years.
  - Care Homes - The overspending forecast against the Council's in-house care homes has decreased by a further £0.218m as a result of a lower forecast of agency spend, stemming from the ongoing review of sickness absence. Overall the Adult Social Care forecast outturn position has improved by £1.723m.
  - Children and Families Department – The outturn position for the Department has improved by £1.601m. Employee costs are forecast to be under budget profile by the end of financial year 2025/26 by £0.096m which is a reduction of £0.822m since last reported at 30 September 25. Residential care costs are forecast to be under budget profile by £0.513m which is a reduction of £0.571m since last reported on 30 September 25.
  - Environment and Regeneration Directorate – The forecast outturn position for the Directorate has improved by £1.006m. This is largely as a result of revised forecasts of income generation within the Planning and Transportation department, related to planning fees and the number of approved utility permit applications.
- 3.3 Despite the reduction in forecast net costs for the year it remains vital the Council continue to limit expenditure through to the end of the financial year to achieve as a minimum, a balanced budget position. It should be remembered that in setting the current year budget the Council have planned to utilise £29.385m of Exceptional Financial Support.
- 3.4 As part of the action to ensure spend for the year remains within budget, recovery meetings have been put into action where directorate leads will provide action points on how they aim to keep net spend within the approved budget.

3.5 On 10 February 2025 Government issued a letter to the Council confirming it was minded to approve a capitalisation direction of a total not exceeding £52.8 million. The total is broken down by each financial year of the Council's request:

- £20.8 million in 2024-25.
- £32 million in 2025-26.

3.6 Consistent with those councils that have previously sought Exceptional Financial Support, in order for Government to provide a final capitalisation direction, the council is required to undergo an external assurance review which will include, but will not be limited to, an assessment of the council's financial position and governance arrangements. There is uncertainty in when MHCLG will commission this review and therefore the Council has taken a proactive approach and commissioned CIPFA to support a review of the Council's financial resilience and financial management arrangements. The review is currently being undertaken on the same basis of the latest specification for such reviews required by MHCLG for councils requesting EFS.

3.7 Council approved the annual budget of £183.052m on 05 March 2025, in doing so they agreed to the use of EFS totalling £29.385m. As a minimum the Council must ensure that spend for the year remains within the approved budget to ensure the provisional capitalisation direction is not breached.

3.8 The cost of EFS is significant over the long term for the Council, for every £1m borrowing undertaken it is estimated will cost the Council approximately £100k over each of the next 20 years. It is imperative action is taken now to reduce the level of planned spend over the remainder of the year and that approved saving proposals are implemented with immediate effect.

3.9 Within the Corporate and Democracy table (included at Appendix B), current year costs relating to EFS have been included. It is forecast the cost of EFS interest will be £1.096m with repayment of the principal debt totalling £0.500m

3.10 The figures reflect a prudent yet realistic view of spend and income levels through to the end of the year. Work will continue to progress on updating the financial position as more information is made available.

3.11 In setting the 2025/26 budget Council approved significant levels of growth to ensure the budget was more relevant to the planned level of spend. Budget growth of £33.555m (22%) was added to the 2025/26 budget to bring the approved net budget to £183.052m.

3.12 There are continued demand pressures on the budget which are above growth levels provided in the 2025/26 budget, these are more notable against adults community care and home to school transport. Levels of demand covering children in care appear to be under control, although still

too high for an authority the size of Halton. Further information is provided within the report on the main budgetary pressure areas.

3.13 In setting the 2025/26 budget, inflation of 2% was provided for the pay award. The pay award has been agreed at 3.2%, therefore budgetary growth for the pay award is insufficient, the revised forecast of the additional cost of the 3.2% pay offer will add approximately £1.2m to the Council's running cost for the year. This additional cost is included within the reported forecast position for the year.

3.14 Another major factor in achieving a balanced budget position for the year is that all approved savings are fully achieved to the agreed levels. In total, savings of £7.225m were agreed for the current year, Appendix 4 provides detail on progress against the approved savings. As per Appendix 4, savings have been RAG rated to inform on progress, high level summary of this is provided below.

Department	On-course to be achieved	Uncertain or too early to say	Highly likely or certain will not be achieved
	£'000	£'000	£'000
Adult Social Care	100	125	1,655
Finance	0	100	90
Legal	6	0	0
Children & Family Services	0	1,900	22
Education, Inclusion and Provision	0	0	300
Community and Greenspaces	282	0	0
Economy, Enterprise and Property *	0	0	100
Planning & Transportation *	0	0	100
Public Health	45	0	0
Corporate	100	500	1900
<b>Totals</b>	<b>533</b>	<b>2,125</b>	<b>4,667</b>

\*note alternative one-off savings have been identified for the current year.

3.15 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.

3.16 Analysis of agency spend for the year to date, together with comparative analysis of 2024/25 costs, is included in the table below.

	2025/26					2024/25
	As at 31 May 2025 £'000	As at 31 July 2025 £'000	As at 30 September 2025 £'000	As at 30 November 2025 £'000	Total 2025/26 To Date £'000	
Adult Social Care	955	1,687	805	573	4,020	6,035
Chief Executives Delivery Unit	130	145	146	118	539	810
Children & Family Services	574	739	594	564	2,471	5,220
Community & Greenspace	71	59	52	53	235	447
Corporate & Democracy	0	0	0	6	6	0
Economy, Enterprise & Property	60	77	86	72	295	417
Education, Inclusion & Provision	54	72	48	56	230	295
Finance	3	0	1	1	5	114
Legal & Democratic Services	63	59	43	37	202	881
Planning & Transportation	2	0	0	0	2	210
Public Health & Public Protection	0	0	0	0	0	22
<b>Total</b>	<b>1,912</b>	<b>2,838</b>	<b>1,775</b>	<b>1,480</b>	<b>8,005</b>	<b>14,451</b>

### Revenue - Operational Spending

3.17 Operational net spending for the first eight months of the year is higher than the budget to date by £0.294m Based on current forecasts it is estimated net spend will be over budget for the year by £1.281m if no further corrective action is taken.

3.18 Within the overall budget forecast position for the period, the key budget pressure areas are as follows;

#### (i) Children and Families Department

The net departmental outturn position is estimated to be over budget profile at the end of financial year 2025/26 by £0.209m with the majority relating to Social Care Services. Since last reported at 30 September 25 there has been a reduction in forecast outturn for the department of £1.6m.

Employee costs are forecast to be under budget profile by the end of financial year 2025/26 by £0.096m which is a reduction of £0.822m since last reported at 30 September 25.

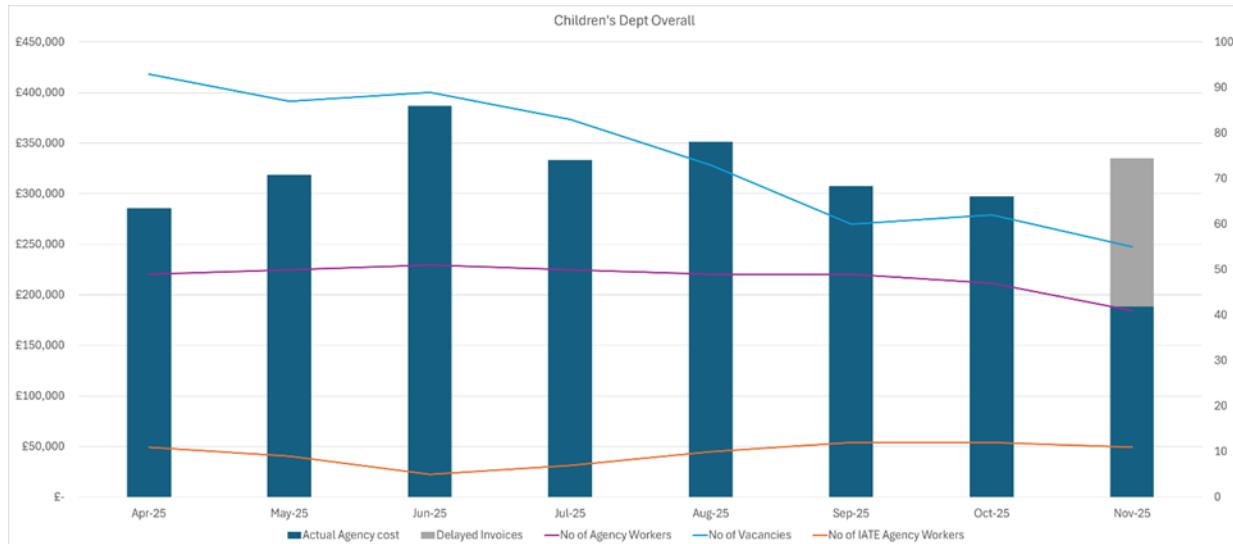
A large proportion of the reduction relates to the utilisation of a number of grants that are available to the service, this equates to £0.486m to 30 November 2025 and has supported the reduction in forecast overspend.

Since last reported on 30 September 25, a number of agency have converted to Council employment, with hopeful further planned conversions over the coming months. Forecasts will be updated as and when to reflect the changes in staffing.

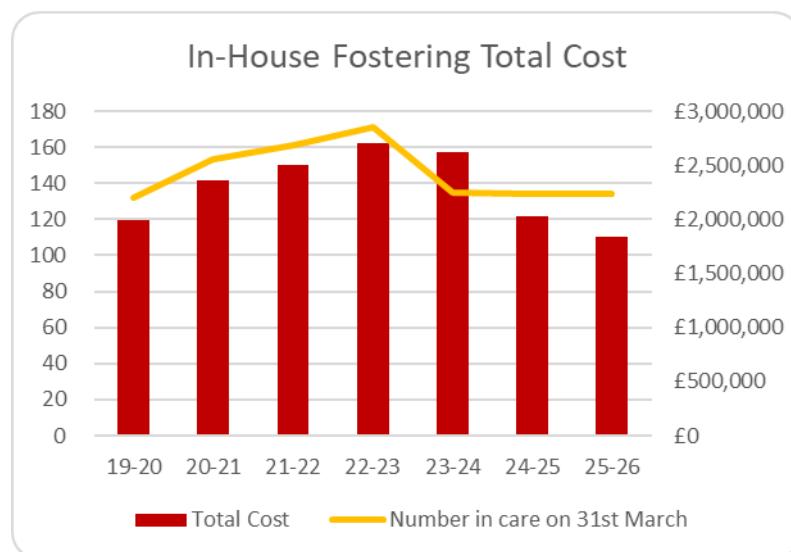
The chart below demonstrates the following information, for the period April to November 2025:

- Agency costs

- The number of agency staff that the Council have received an invoice for within each month
- The number of vacancies across the Children and Families Department
- The number of staff that are currently in addition to the establishment (IATE)



In-House fostering placements are estimated to be £0.548m under budget profile for financial year 2025/26.



Work continues to recruit and retain Halton's In-house foster carers, along with training to develop carers enabling them to accommodate more specialist placements. This therefore means that costs could increase. However, the ability to accommodate young people within in-house provision provides a substantial saving in comparison to Independent Fostering Agency (IFA) or residential care.

Increasing numbers of children in care and insufficient in-house fostering provision has meant increased reliance on Independent Fostering Agencies (IFA). Higher numbers of children placed within IFA provision and increased IFA rates

has resulted in an estimated forecast overspend for the end of 2025/26 of £1.114m.

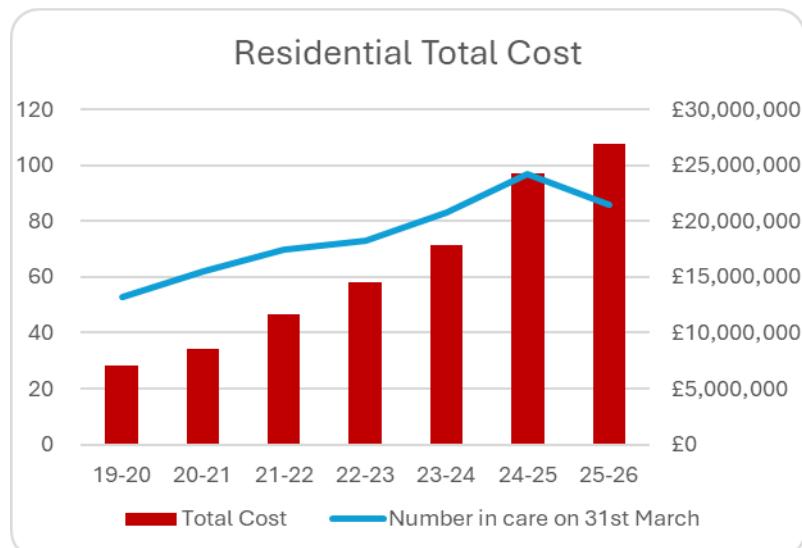


Out of Borough Residential Care continues to be a budget pressure for the Children and Families Department as the costs of residential care have continued to rise year on year. The numbers of young people in residential placements remains high and the cost of placements is rising significantly year-on-year.

Residential care costs are forecast to be under budget profile by £0.513m which is a reduction of £0.571m since last reported on 30 September 25.

A number of initiatives are taking place to help reduce residential spend, including a High Cost Placement Panel, Medium Cost Placement Panel and particular cohort focused projects. The panels have been created to ensure that an effective care plan is in place for all young people at the best available cost of placement this work is ongoing.

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 previous years.



## (ii) Adult Social Care Directorate

### Community Care

The net spend position for the community care budget at the end of November 2025 is currently £0.411m over the available budget and the year-end anticipated spend is forecast to be £0.683m over planned budget.

In September the expected year-end forecast was reduced from £2.627m to £2.315m due to the impact of the recovery plan. The forecast has since been reduced further to £0.683m by capitalising qualifying staffing and equipment costs against the Disabled Facility Grant (DFG) enabling revenue budget to be utilised against community care budget pressures. Additionally the pool budget has released £0.400m toward this budget's financial performance.

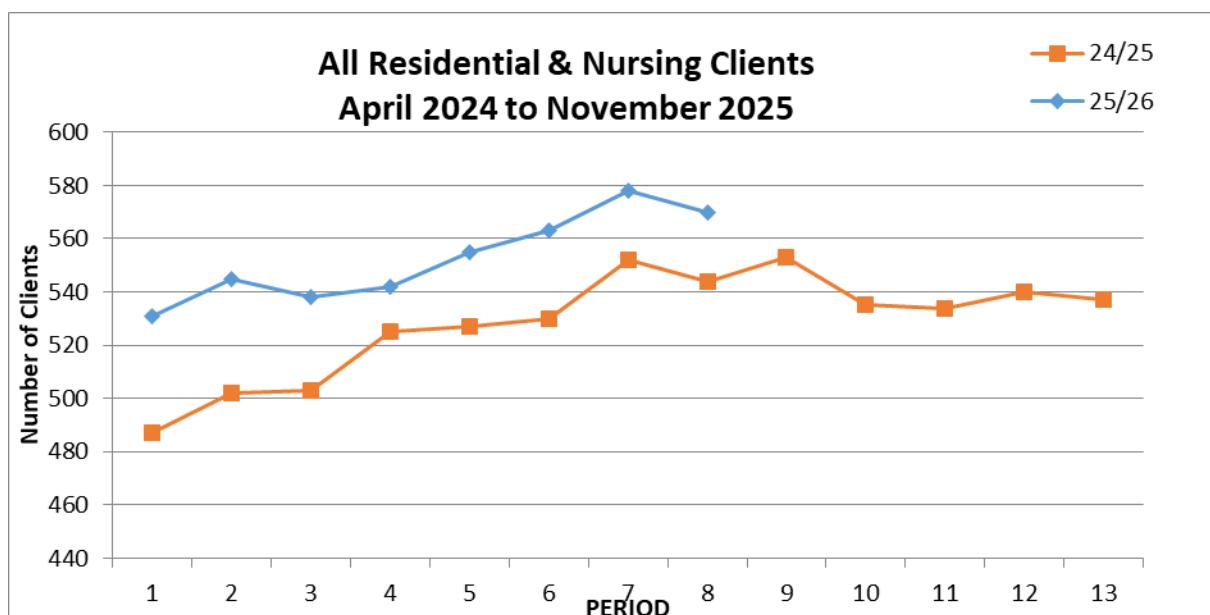
Recovery meetings continue and currently focus is on the following areas to try to reduce spend further:-

- Review 1 to 1 packages of care for appropriateness
- Identify and signpost new 15 minute packages of domiciliary care (medicine prompts) which should be commissioned and funded by health under the Care Act.
- Ensure assessments carried out on discharge from hospital are complete and appropriate
- Maximise internal care home capacity

### Residential Care

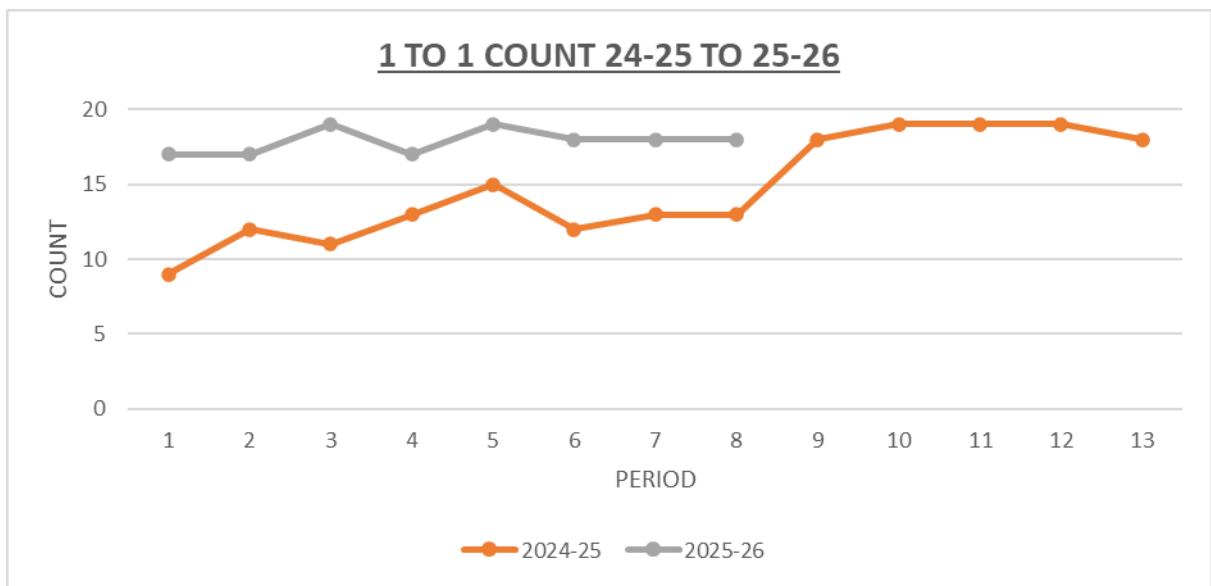
There are currently 570 residents in external residential/nursing care as at the end of November 2025. Compared to the 2024/25 average of 520 this is an increase of 9.6%. The average cost of a package of care is currently £949.76 compared to £850.24 at the end of 2024/25 an increase of 11.7%.

The graph below illustrates the demand for all residential and nursing placements.



Payments for 1 to 1 support continue to exert pressure on the budget. These are generally to mitigate the risk from falls particularly on discharge from hospital. The full year cost for 2024/25 was £837,882.

The graph below shows the count of service users receiving 1 to 1 care by period. Currently there are 18 compared to 13 at the same point last year. This is an increase of 38%. It is expected that these should reduce as packages continue to be reviewed, however commissioning of new packages with a 1:1 care element are resulting in numbers remaining high.

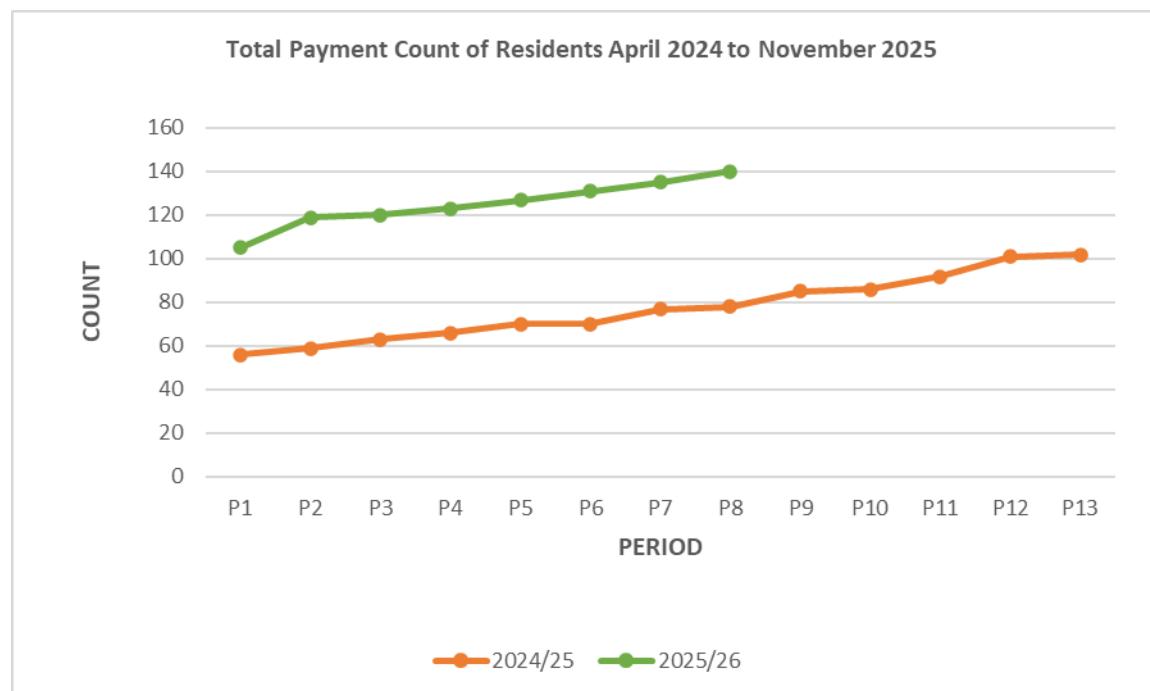


#### Additional Payments 2025/26

Additional payments to providers rose sharply throughout the last financial year, both in and out of the borough. These are where the care home charges an additional amount on top of the contracted bed rate. The cost of this for 2024/25 was £0.424m.

The graphs below illustrate the count and spend of service users with an additional payment by period.

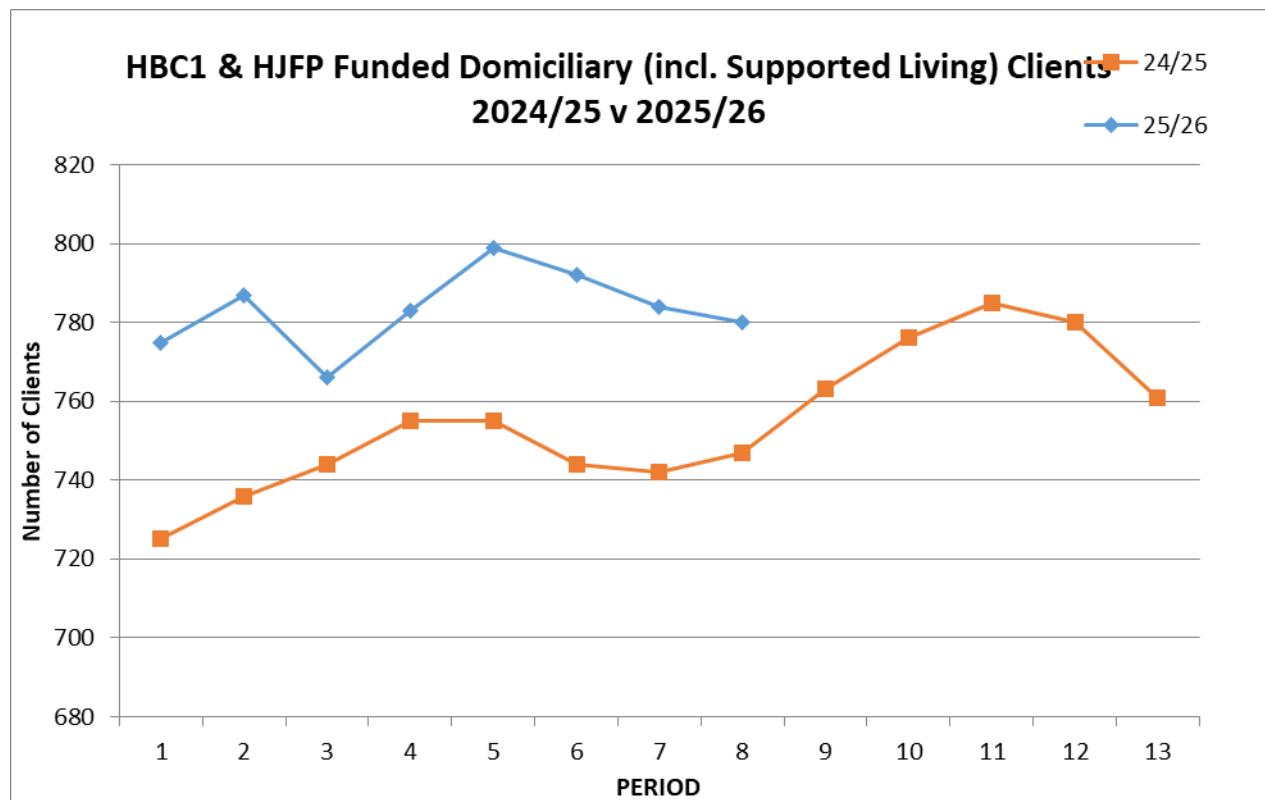
This clearly shows a steady increase in numbers and costs for 2025/26, the spend up to November is £0.405m. If numbers and costs remain the same, the forecast spend for the year will be approximately £0.696m.



### Domiciliary Care & Supported Living

As at November there are 780 service users receiving a package of care at home, compared to the average in 2024/25 of 754, an increase of 3.4%. The average cost of a package of care is currently £537.15 compared with the average of £450.64 in 2024/25 an increase of 19.19%.

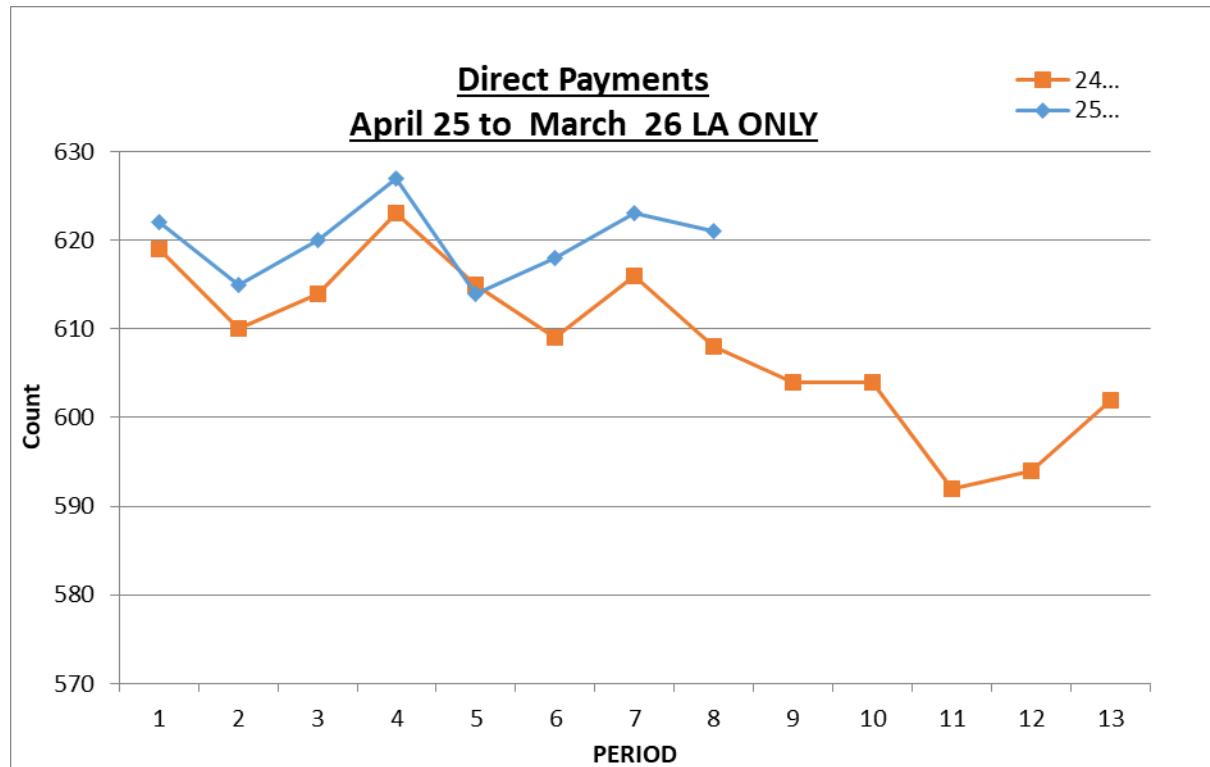
The graph below illustrates the demand for the service from April 2024 to November 2025.



## Direct Payments

The average number of clients who received a Direct Payment (DP) in November was 621 compared with 622 in April, a small decrease. The average cost of a package of care has also decreased from £571.26 to £491.76, a reduction of 13.9%. The financial impact of this is a reduction in spend of approximately £200k per month.

The graph below shows movement throughout the year.



## Care Homes

Spend for the first nine months of the 2025/26 Financial Year to 30 November is £0.084M above profile, with an estimated spend above budget for the year of £0.385M. This primarily relates to unbudgeted agency staffing costs, and a current shortfall against target of client finance and out of borough income.

Employee related expenditure is anticipated to be above budget at the end of financial year by £0.152M. Projections take into account agency spending patterns over the previous 3 financial years, but also with reference to the recent decrease in agency expenditure, this has dropped considerably from previously reported as a result of the ongoing review of sickness absence.

Income Targets include those for privately funded residents, out of borough placements, and reimbursements from the ICB in respect Of Continuing Health Care, Funded Nursing Care, and Joint Funded placements. Income across all headings is currently projected to be under-achieved by £0.131M for the full year.

## Adult Social Care (excluding Care Homes and Community Care)

Net Department Expenditure is currently £0.609m over budget profile at the end of the sixth period of the financial year. Current expenditure projections indicate an overspend for the full financial year in the region of £0.768m.

Factors relating to the projected overspend include;

Unbudgeted agency costs in respect of covering vacant posts, particularly in terms of front line Care Management and Mental Health Team posts. However, there continues to be a reduction in agency use across these divisions due to filling of vacancies.

A projected £0.199m forecasted full-year spend above supplies and services budget relates to an increased volume of caseload with respect to Deprivation of Liberty Standards (DoLs) assessments. Spend to November 2025 was £0.132m, with a total spend for this financial year forecast at £0.217m. Demand for this service has increased significantly over the last few years, with this trend continuing throughout the current financial year.

Income as a whole is under the budgeted income target by £0.627m with a projected under achieved target at the end of the financial year being £0.668m. The main areas making up the under achievement of targeted income are Community Meals, Telehealthcare, Transport, Positive Behaviour Service and the Day Services Trading areas.

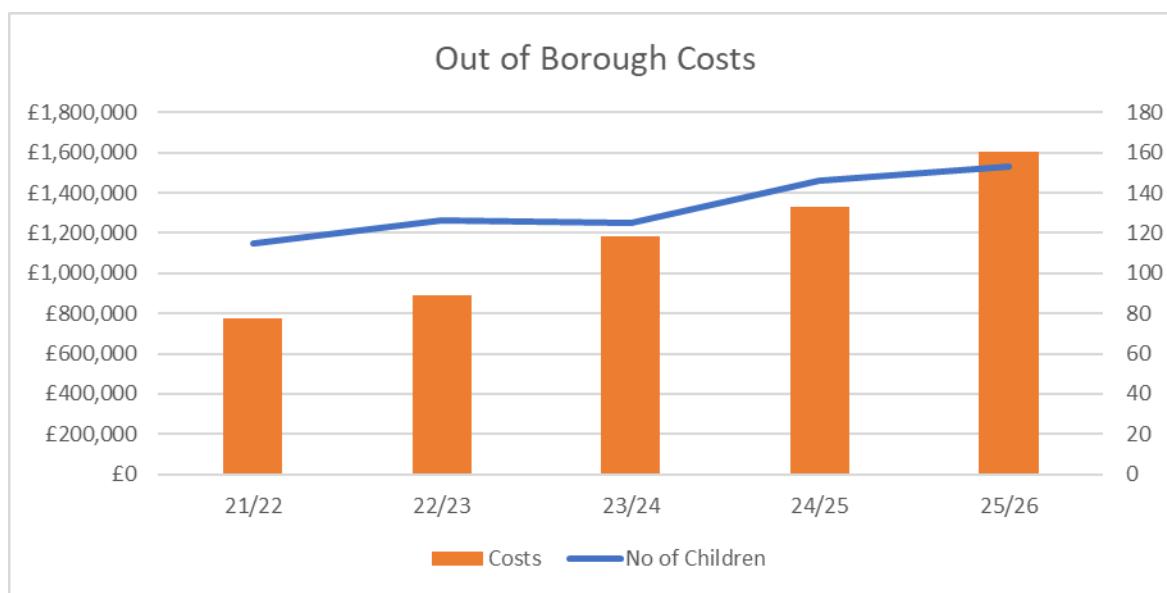
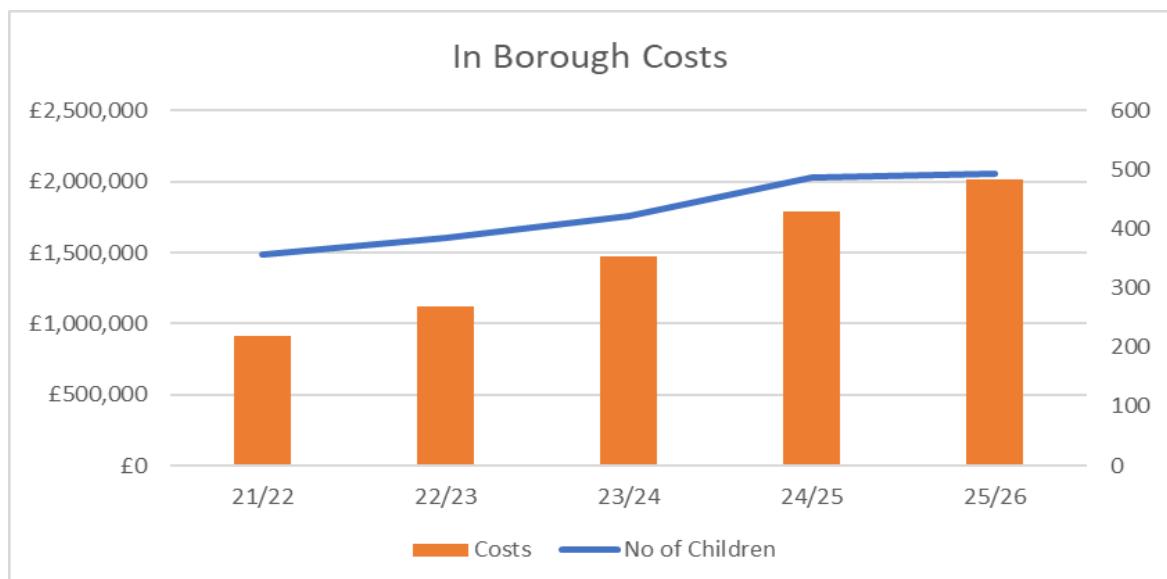
### **(iii) Education, Inclusion and Provision**

Net departmental expenditure is £0.593m over budget at the end of November, based on available information. The forecast outturn for 2025/26 is currently an overspend against budget of £1.034m. The main variances are school transport, Inter Authority Income and schools SLA income.

Schools Transport is the main budgetary demand pressure for Education, Inclusion and Provision. 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 current records show 647 service users, the majority of which attend schools within the Borough. The Out of Borough overspend has decreased compared to the previous year's overspend of £0.799m due to £0.712m added to the budget in 2025/26 for growth. The demand for the School Transport service has increased by roughly 7% since the last report, for both in and out of borough transport, although average cost per user has reduced by 6%. The graphs below show the number of SEN children using this service.

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



#### **(iv) Planning and Transportation**

As of 30th November 2025 it is forecast net spend will be £1.390m under the approved 2025/26 budget. This is a significant increase of the underspend of £0.364m forecasted at the end of September 2025. This is largely due to revised forecasts around staffing and income.

There are a large number of vacancies across the department that have not yet been filled. The Highways restructure has been taken out of the projections from the last report to now, as it is unlikely that it will be in place before March 26. This has resulted in a forecast staffing underspend of £0.487m

Overall, it is forecast income for the department will be £1.050m over the budgeted income target.

Planning income is an ever-moving area and unlike earlier reports it is now expected to be over its income target. Following on from the 2024/25 financial year there is a downturn in the number of applications being received so there is some reliance on receiving planning applications from housing developers. This forecast is based on the income that has been received so far, this financial year and what is likely to be achieved going forward. Building control income is projected to not achieve its income target as in previous years.

Fees and charges income is projected to overachieve its income target, but this is constantly in flux as it is fully dependent on the amount of permit applications etc that is received. It is anticipated that the high level of permit income that was seen in previous years will eventually drop off but for now has been consistent for the past 8 months, due to the large number of housing developers requiring permission to install utilities. There are a number of reasons for the current over achievement of permit income, including:

- The number of permits being received has been higher than usual due to several companies carrying out fibre roll outs and upgrades. This seems to be coming to an end and the number of permits relating to fibre are most likely to severely decrease for the remainder of the year.
- As a result of the increased amount of works, this also increases potential for FPNs, S74 charges and defect charges to be issued against permits. As the number of works decreases, so will the associated charges.
- There is higher than usual income associated to traffic management due to the amount of works taking place since April.
- There are more inspections now than in previous years, which has increased income.

### **Dedicated Schools Grant**

3.19 As at 31 March 2025 the Council had a deficit on the Dedicated Schools Grant (DSG) reserve of £14.469m. This is as an impact of the increasing demand and costs of High Needs.

3.20 The DSG deficit currently has no impact on the Council's General Fund as Government have in place an override which allows the Council to carry the deficit on its balance sheet. The override is due to end at 31 March 2028 at which point the accrued DSG deficit will have to be funded from Council resources. This is a significant pressure for a large number of local authorities with Government due to report on plans to mitigate the impact at 31 March 2028 and future funding of High Need demands.

3.21 Forecast 2025/26 costs for all anticipated demands on High Needs funding are estimated to be £42.508m, which is a substantial amount in excess of the budgeted High Needs allocation of £29.760m. After applying a 2% across-the-board increase to High Needs funding rates, the Council began the financial year anticipating a DSG shortfall of £9.4m, the first 8 months of 2025-26 have seen that increase by £3.35m.

3.22 The projected overspend is in the main due to significant expansions in numbers and specifications of resource bases, increasing numbers and costs

of high-cost specialist placements in or out of Borough, and increases in numbers and value of EHCP (Education & Health Care Plan) assessments.

- 3.23 There is a cost to the General Fund in managing the DSG deficit, this relates to the cashflow impact of a deficit position. The deficit position results in more borrowing costs for the Council which can not be allocated against DSG and therefore are coded against the General Fund. Interest costs in the current year are estimated at £0.891m
- 3.24 Appendix 3 provides detail on the High Needs 2025/26 forecast outturn position

### **Collection Fund**

- 3.25 The council tax collection rate through to the end of November 2025 is 71.34% which is 0.09% 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. £1.992m has so far been collected this year in relation to previous years' debt.

- 3.26 Business rate collection through to the end of November 2025 is 75.01% which is 1.02% lower than the collection rate at the same point last year.

£0.945m has so far been collected this year in relation to previous years' debt.

### **Review of Reserves**

- 3.27 As at 30 November 2025 the Council's General Reserve is unchanged from the previous period at £5.149m, which represents 2.81% of the Council's 2025/26 net budget. This level of General Reserve is considered to be insufficient and provides little to cover unforeseen costs. Within the Medium Term Financial Strategy, growth to reserves will be included at a rate of £2m per year.
- 3.28 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**

- 3.29 A summary breakdown of the Council's reserves is presented in the table below, showing the balance of reserves as at 30 November 2025.

<b>Summary of General and Earmarked Reserves</b>	
<b>Reserve</b>	<b>Reserve Value £m</b>
<b>Corporate:</b>	
General Fund	5.149
Capital Reserve	0.398
Insurance Reserve	0.849
<b>Specific Projects:</b>	
Adult Social Care	0.711
Fleet Replacement	0.454
Highways Feasibility Costs	0.102
Local Development Framework	0.544
Community & Environment	0.542
Mersey Valley Golf Club	0.480
Mersey Gateway	33.542
CCLA Property Fund	0.263
Various Other	0.159
<b>Grants:</b>	
Building Schools for the Future	6.529
Public Health	1.147
Supporting Families Performance Payments	0.204
Children's & Education	1.257
Domestic Abuse	0.915
Enterprise & Employment	0.777
Food Waste Collection	0.237
Mersey Gateway Environmental Trust	0.492
Various Other	0.154
<b>Total Earmarked Reserves</b>	<b>54.903</b>

3.30 The above table shows the diminishing level of reserves available to assist with funding any future budget overspends and balancing future budgets. Only the £5.149m of the General Fund could now be used for these purposes, as all remaining reserves are committed for specific purposes.

### **Capital Spending**

3.31 Council approved the 2025/26 Capital Programme on 5 March 2025. Since then the capital programme has been revised to reflect a number of changes in spending profiles and funding as schemes have developed. Appendix 5 brings all the separate elements together and report on the Council's total planned capital programme expenditure. The schemes which have been revised within the programme are as follows:

- i. Sci-tech Daresbury Project Violet
- ii. Astmoor Masterplan

- iii. Sci-tech Daresbury – CPO
- iv. Runcorn Town Centre Management
- v. Widnes Town Centre Framework
- vi. East Runcorn Connectivity
- vii. Mersey Gateway Crossings Board

3.32 Capital spending at 30 November 2025 totalled £28.258m, which represents 53% of the total Capital Programme of £53.064m (which assumes a 20% slippage between years).

3.33 Capital receipts available to fund the programme are expected to be fully utilised by the end of the financial year. If planned use of receipts is to allocation there is risk to £0.375 of these costs falling on the General Fund position. Provision has been included within Corporate and Democracy to cover the event of this happening.

#### **4.0 CONCLUSIONS**

- 4.1 As at 30 November 2025, net revenue spend is forecast to be £1.281m over the budget to date despite significant levels of growth being included within the budget.
- 4.2 Urgent corrective should be taken as soon as possible across all Council services to identify spend reductions and ensure that agreed savings are fully implemented in a timely manner.
- 4.3 Departments should ensure that all spending continues to be limited to 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.

#### **5.0 POLICY AND OTHER IMPLICATIONS**

- 5.1 None.

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

- 6.1 **Improving Health, Promoting Wellbeing and Supporting Greater Independence**
- 6.2 **Building a Strong, Sustainable Local Economy**
- 6.3 **Supporting Children, Young People and Families**
- 6.4 **Tackling Inequality and Helping Those Who Are Most In Need**
- 6.5 **Working Towards a Greener Future**
- 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 above.

**7.0 RISK ANALYSIS**

- 7.1 There are a number of financial risks within the budget. 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 6.

**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 2025

## APPENDIX 1

Directorate / Department	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance (Overspend) £'000	November 2025 Forecast Outturn (o'spend) £'000
Adult Social Care	24,559	16,097	16,706	(609)	(768)
Care Homes`	8,077	5,664	5,748	(84)	(385)
Community Care	28,404	18,203	18,614	(411)	(683)
Complex Care Pool	13,249	3,667	3,128	539	303
<b>Adults Directorate</b>	<b>74,289</b>	<b>43,631</b>	<b>44,196</b>	<b>(565)</b>	<b>(1,533)</b>
Finance	5,662	4,318	3,984	334	432
Legal & Democratic Services	323	150	10	140	102
ICT & Support Services	269	170	125	45	68
Chief Executives Delivery Unit	1,157	577	616	(39)	(108)
<b>Chief Executives Directorate</b>	<b>7,411</b>	<b>5,215</b>	<b>4,735</b>	<b>480</b>	<b>494</b>
Children & Families	55,584	31,144	31,799	(655)	(209)
Education, Inclusion & Provision	12,142	7,978	8,571	(593)	(1,034)
<b>Children's Directorate</b>	<b>67,726</b>	<b>39,122</b>	<b>40,370</b>	<b>(1,248)</b>	<b>(1,243)</b>
Community & Greenspace	23,899	14,934	14,879	55	88
Economy, Enterprise & Property	2,523	1,758	1,726	32	127
Planning & Transportation	9,329	4,325	3,397	928	1,390
<b>Environment &amp; Regeneration Directorate</b>	<b>35,751</b>	<b>21,017</b>	<b>20,002</b>	<b>1,015</b>	<b>1,605</b>
Corporate & Democracy	-4,025	-763	-774	11	(635)
Public Health Directorate	1,900	-1,779	-1,792	13	31
<b>Total Operational Net Spend</b>	<b>183,052</b>	<b>106,443</b>	<b>106,737</b>	<b>(294)</b>	<b>(1,281)</b>



## Adult Social Care

## APPENDIX 2

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	18,815	12,544	11,645	899	1,052
Agency- Covering Vacancies	0	0	1,180	(1,180)	(1,441)
Premises	498	353	327	26	67
Supplies & Services	698	628	768	(140)	(199)
Aids & Adaptations	37	24	28	(4)	2
Transport	341	227	239	(12)	(22)
Food & Drink Provisions	228	152	94	58	128
Supported Accommodation and Services	1,408	939	737	202	301
Emergency Duty Team	157	78	70	8	(20)
Transfer To Reserves	290	13	13	0	0
Contracts & SLAs	1,043	619	606	13	16
<b>Housing Solutions Grant Funded Schemes</b>					
Homelessness Prevention	548	397	275	122	0
Rough Sleepers Initiative	167	111	106	5	0
Trailblazer	75	50	38	12	0
<b>Total Expenditure</b>	<b>24,305</b>	<b>16,135</b>	<b>16,126</b>	<b>9</b>	<b>(116)</b>
<b>Income</b>					
Fees & Charges	-1,044	-696	-447	(249)	(314)
Sales & Rents Income	-538	-407	-351	(56)	(53)
Reimbursements & Grant Income	-2,203	-1,240	-937	(303)	(301)
Capital Salaries	-699	-640	-640	0	0
Housing Schemes Income	-783	-746	-727	(19)	0
<b>Total Income</b>	<b>-5,267</b>	<b>-3,729</b>	<b>-3,102</b>	<b>(627)</b>	<b>(668)</b>
<b>Net Operational Expenditure</b>	<b>19,038</b>	<b>12,406</b>	<b>13,024</b>	<b>(618)</b>	<b>(784)</b>
<b>Recharges</b>					
Premises Support	789	526	526	0	0
Transport	792	528	519	9	16
Central Support	4,039	2,693	2,693	0	0
Asset Rental Support	13	0	0	0	0
HBC Support Costs Income	-112	-56	-56	0	0
<b>Net Total Recharges</b>	<b>5,521</b>	<b>3,691</b>	<b>3,682</b>	<b>9</b>	<b>16</b>
<b>Net Departmental Expenditure</b>	<b>24,559</b>	<b>16,097</b>	<b>16,706</b>	<b>(609)</b>	<b>(768)</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	783	521	464	57	85
Agency - covering vacancies	0	0	69	(69)	(92)
Premises	90	51	49	2	9
Supplies & Services	25	14	16	(2)	1
Food Provision	51	29	36	(7)	(3)
Private Client and Out Of Borough Income	-127	-79	-73	(6)	(11)
Reimbursements & other Grant Income	-34	-21	-21	0	0
<b>Total Madeline Mckenna Expenditure</b>	<b>788</b>	<b>515</b>	<b>540</b>	<b>(25)</b>	<b>(11)</b>
<b>Millbrow</b>					
Employees	2,172	1,455	836	619	959
Agency - covering vacancies	0	0	665	(665)	(1,177)
Premises	117	72	95	(23)	(33)
Supplies & Services	72	39	36	3	14
Food Provision	81	47	53	(6)	1
Private Client and Out Of Borough Income	-13	-4	0	(4)	(21)
Reimbursements & other Grant Income	-635	-375	-421	46	70
<b>Total Millbrow Expenditure</b>	<b>1,794</b>	<b>1,234</b>	<b>1,264</b>	<b>(30)</b>	<b>(187)</b>
<b>St Luke's</b>					
Employees	4,096	2,757	1,609	1,148	1,732
Agency - covering vacancies	62	62	1,101	(1,039)	(1,742)
Premises	156	94	127	(33)	(50)
Supplies & Services	68	39	53	(14)	(15)
Food Provision	128	64	84	(20)	(34)
Private Client and Out Of Borough Income	-153	-82	-21	(61)	(24)
Reimbursements & other Grant Income	-1,497	-905	-895	(10)	(18)
<b>Total St Luke's Expenditure</b>	<b>2,860</b>	<b>2,029</b>	<b>2,058</b>	<b>(29)</b>	<b>(151)</b>
<b>St Patrick's</b>					
Employees	2,212	1,474	884	590	865
Agency - covering vacancies	0	0	617	(617)	(918)
Premises	144	88	89	(1)	2
Supplies & Services	67	41	45	(4)	0
Food Provision	127	83	57	26	12
Private Client and Out Of Borough Income	-99	-61	-5	(56)	(93)
Reimbursements & other Grant Income	-866	-439	-409	(30)	(40)
<b>Total St Patrick's Expenditure</b>	<b>1,585</b>	<b>1,186</b>	<b>1,278</b>	<b>(92)</b>	<b>(172)</b>
<b>Care Homes Divison Management</b>					
Employees	322	215	123	92	136
<b>Care Home Divison Management</b>	<b>322</b>	<b>215</b>	<b>123</b>	<b>92</b>	<b>136</b>
<b>Net Operational Expenditure</b>	<b>7,349</b>	<b>5,179</b>	<b>5,263</b>	<b>(84)</b>	<b>(385)</b>
<b>Recharges</b>					
Premises Support	65	43	43	0	0
Transport Support	0	0	0	0	0
Central Support	663	442	442	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	0	0	0	0	0
<b>Net Total Recharges</b>	<b>728</b>	<b>485</b>	<b>485</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>8,077</b>	<b>5,664</b>	<b>5,748</b>	<b>(84)</b>	<b>(385)</b>

## Community Care

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Residential & Nursing	21,977	12,809	12,885	(76)	(169)
Domiciliary Care & Supported living	16,703	10,487	10,792	(305)	(488)
Direct Payments	15,665	10,528	10,608	(80)	(115)
Day Care	712	438	406	32	52
<b>Total Expenditure</b>	<b>55,057</b>	<b>34,262</b>	<b>34,691</b>	<b>(429)</b>	<b>(720)</b>
<b>Income</b>					
Residential & Nursing Income	-13,081	-7,610	-7,620	10	14
Community Care Income	-3,115	-1,747	-1,659	(88)	(140)
Direct Payments Income	-1,034	-540	-636	96	163
Income from other CCGs	-471	-230	-230	0	0
Market sustainability & Improvement Grant	-2,796	-1,864	-1,864	0	0
Adult Social Care Support Grant	-6,102	-4,068	-4,068	0	0
War Pension Disregard Grant	-54	0	0	0	0
<b>Total Income</b>	<b>-26,653</b>	<b>-16,059</b>	<b>-16,077</b>	<b>18</b>	<b>37</b>
<b>Net Operational Expenditure</b>	<b>28,404</b>	<b>18,203</b>	<b>18,614</b>	<b>(411)</b>	<b>(683)</b>

## Complex Care Pool

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Intermediate Care Services	6,425	3,736	3,461	275	414
Oakmeadow	2,040	1,315	1,284	31	46
Community Home Care First	1,838	610	198	412	617
Joint Equipment Store	880	367	367	0	0
Contracts & SLA's	3,330	-7	-7	0	0
Inglenook	137	80	62	18	27
HICafs	3,729	1,578	1,383	195	292
Carers Breaks	445	240	240	0	0
Carers centre	365	-15	-15	0	0
Residential Care	7,236	4,524	4,524	0	0
Domiciliary Care & Supported Living	4,336	2,890	2,890	0	0
Pathway 3/Discharge Access	426	286	286	0	0
HBC Contracts	72	65	65	0	0
Healthy at Home	28	-28	-28	0	0
Capacity	30	21	13	8	12
<b>Total Expenditure</b>	<b>31,317</b>	<b>15,662</b>	<b>14,723</b>	<b>939</b>	<b>1,408</b>
<b>Income</b>					
BCF	-15,032	-10,022	-10,022	0	0
CCG Contribution to Pool	-3,034	-1,973	-1,973	0	0
Oakmeadow Income	-2	0	0	0	(1)
<b>Total Income</b>	<b>-18,068</b>	<b>-11,995</b>	<b>-11,995</b>	<b>0</b>	<b>(1)</b>
ICB Contribution Share of Surplus	0	0	0	0	(704)
HBC Transfer to Community Care Budget	0	0	400	(400)	(400)
<b>Net Operational Expenditure</b>	<b>13,249</b>	<b>3,667</b>	<b>3,128</b>	<b>539</b>	<b>303</b>

## Finance Department

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	7,461	4,935	4,764	171	257
Insurances	1,048	812	636	176	264
Supplies & Services	1,127	577	648	(71)	(107)
Rent Allowances	31,500	17,330	17,330	0	0
Concessionary Travel	1,902	1,116	1,069	47	71
LCR Levy	1,902	0	0	0	0
Bad Debt Provision	223	0	0	0	(65)
Non HRA Rent Rebates	70	57	16	41	61
Discretionary Social Fund	106	68	1	67	101
Discretionary Housing Payments	279	145	145	0	0
Household Support Fund Expenditure	1,207	1,207	1,207	0	0
<b>Total Expenditure</b>	<b>46,825</b>	<b>26,247</b>	<b>25,816</b>	<b>431</b>	<b>582</b>
<b>Income</b>					
Fees & Charges	-361	-281	-316	35	53
Burdens Grant	-58	-55	-49	(6)	(9)
Dedicated Schools Grant	-150	0	0	0	0
Council Tax Liability Order	-670	-528	-528	0	0
Business Rates Admin Grant	-157	0	0	0	1
Schools SLAs	-319	-309	-308	(1)	(1)
LCR Reimbursement	-1,902	0	0	0	0
HB Overpayment Debt Recovery	-300	-205	-166	(39)	(58)
Rent Allowances	-30,700	-16,500	-16,219	(281)	(421)
Non HRA Rent Rebate	-70	-60	-27	(33)	(50)
Discretionary Housing Payment Grant	-279	-93	-93	0	0
Housing Benefits Admin Grant	-453	-302	-302	0	0
Housing Benefits Award Accuracy	0	-7	-22	15	22
Universal Credits	-5	-3	-9	6	4
Household Support Fund Grant	-1,207	-360	-360	0	0
CCG McMillan Reimbursement	-89	-44	-44	0	0
Reimbursements & Grant Income	-187	-180	-387	207	309
Transfer from Reserves	-27	-13	-13	0	0
<b>Total Income</b>	<b>-36,934</b>	<b>-18,940</b>	<b>-18,843</b>	<b>(97)</b>	<b>(150)</b>
<b>Net Operational Expenditure</b>	<b>9,891</b>	<b>7,307</b>	<b>6,973</b>	<b>334</b>	<b>432</b>
<b>Recharges</b>					
Premises Support	493	308	308	0	0
Transport	0	0	0	0	0
Central Support	2,092	1,246	1,246	0	0
Asset Rental Support	0	0	0	0	0
HBC Support Costs Income	-6,814	-4,543	-4,543	0	0
<b>Net Total Recharges</b>	<b>-4,229</b>	<b>-2,989</b>	<b>-2,989</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>5,662</b>	<b>4,318</b>	<b>3,984</b>	<b>334</b>	<b>432</b>

## Legal Services

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	2,314	1,525	1,170	355	532
Agency Related Expenditure	79	79	202	(123)	(246)
Supplies & Services	181	151	136	15	32
Civic Catering & Functions	21	14	11	3	5
Legal Expenses	418	105	177	(72)	(144)
Transport Related Expenditure	8	3	3	0	0
Other Expenditure	1	1	2	(1)	(2)
<b>Total Expenditure</b>	<b>3,022</b>	<b>1,878</b>	<b>1,701</b>	<b>177</b>	<b>177</b>
<b>Income</b>					
Fees & Charges Income	-75	-39	-21	(18)	(35)
School SLA's	-100	-88	-77	(11)	(23)
Licence Income	-386	-177	-169	(8)	(17)
<b>Total Income</b>	<b>-561</b>	<b>-304</b>	<b>-267</b>	<b>(37)</b>	<b>(75)</b>
<b>Net Operational Expenditure</b>	<b>2,461</b>	<b>1,574</b>	<b>1,434</b>	<b>140</b>	<b>102</b>
<b>Recharges</b>					
Premises Support	62	42	42	0	0
Transport Recharges	0	0	0	0	0
Central Support Recharges	275	184	184	0	0
Asset Rental Support	0	0	0	0	0
Support Recharge Income	-2,475	-1,650	-1,650	0	0
<b>Net Total Recharges</b>	<b>-2,138</b>	<b>-1,424</b>	<b>-1,424</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>323</b>	<b>150</b>	<b>10</b>	<b>140</b>	<b>102</b>

## ICT &amp; Support Services Department

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	5,899	3,873	3,736	137	205
Supplies & Services	1,063	807	736	71	107
Capital Finance	496	287	249	38	57
Computer Repairs & Software	1,724	1,966	1,987	(21)	(30)
Communication Costs	138	84	104	(20)	(31)
Premises	139	87	83	4	10
Transport	3	2	1	1	1
Other	4	1	4	(3)	(5)
<b>Total Expenditure</b>	<b>9,466</b>	<b>7,107</b>	<b>6,900</b>	<b>207</b>	<b>314</b>
<b>Income</b>					
Fees & Charges	-849	-255	-283	28	42
Schools SLA Income	-659	-561	-364	(197)	(295)
Transfer from Reserves	0	0	-7	7	7
<b>Total Income</b>	<b>-1,508</b>	<b>-816</b>	<b>-654</b>	<b>(162)</b>	<b>(246)</b>
<b>Net Operational Expenditure</b>	<b>7,958</b>	<b>6,291</b>	<b>6,246</b>	<b>45</b>	<b>68</b>
<b>Recharges</b>					
Premises Support	373	249	249	0	0
Transport	22	15	15	0	0
Central Support	1,391	928	928	0	0
Asset Rental Support	1,494	0	0	0	0
HBC Support Costs Income	-10,969	-7,313	-7,313	0	0
<b>Net Total Recharges</b>	<b>-7,689</b>	<b>-6,121</b>	<b>-6,121</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>269</b>	<b>170</b>	<b>125</b>	<b>45</b>	<b>68</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	3,569	2,339	2,313	26	40
Employees Training	99	67	60	7	11
Apprenticeship Levy	330	176	215	(39)	(59)
Supplies & Services	412	341	384	(43)	(65)
Agency	3	3	3	0	0
<b>Total Expenditure</b>	<b>4,413</b>	<b>2,926</b>	<b>2,975</b>	<b>-49</b>	<b>-73</b>
<b>Income</b>					
Fees & Charges	-241	-176	-206	30	46
Schools SLA Income	-580	-550	-495	(55)	(81)
<b>Total Income</b>	<b>-821</b>	<b>-726</b>	<b>-701</b>	<b>(25)</b>	<b>(35)</b>
<b>Net Operational Expenditure</b>	<b>3,592</b>	<b>2,200</b>	<b>2,274</b>	<b>(74)</b>	<b>(108)</b>
<b>Recharges</b>					
Premises Support	157	105	105	0	0
Transport Support	0	0	0	0	0
Central Support	1,008	672	672	0	0
Asset Rental Support	53	35	0	35	0
Recharge Income	-3,653	-2,435	-2,435	0	0
<b>Net Total Recharges</b>	<b>-2,435</b>	<b>-1,623</b>	<b>-1,658</b>	<b>35</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>1,157</b>	<b>577</b>	<b>616</b>	<b>(39)</b>	<b>(108)</b>

## Children &amp; Families

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	20,973	13,328	13,192	136	96
Other Premises	392	222	214	8	11
Supplies & Services	1,729	1,210	1,631	(421)	(522)
Transport	367	211	161	50	76
Direct Payments	1,220	803	708	95	141
Commissioned services to Vol Orgs	232	119	119	0	0
Residential Care	27,751	15,759	15,933	(174)	513
Out of Borough Adoption	97	49	5	44	92
Out of Borough Fostering	5,605	3,047	3,772	(725)	(1,114)
In House Adoption	557	177	161	16	23
Special Guardianship Order	2,604	1,615	1,535	80	119
In House Foster Carer Placements	2,766	1,706	1,341	365	548
Lavender House Contract Costs	279	163	160	3	4
Home Support & Respite	496	385	316	69	103
Care Leavers	434	257	248	9	15
Family Support	81	44	15	29	41
Contracted services	3	2	2	0	0
Emergency Duty	184	33	33	0	0
Youth Offending Services	461	32	127	(95)	(143)
<b>Total Expenditure</b>	<b>66,231</b>	<b>39,162</b>	<b>39,673</b>	<b>(511)</b>	<b>3</b>
<b>Income</b>					
Fees & Charges	-49	-36	-27	(9)	(14)
Sales Income	-1	-1	-1	0	0
Rents	-82	-50	-50	0	0
Reimbursement & other Grant Income	-512	-566	-423	(143)	(212)
Transfer from reserve	-16	8	-1	9	14
Dedicated Schools Grant	-50	0	0	0	0
Government Grants	-13,838	-9,960	-9,960	0	0
<b>Total Income</b>	<b>-14,548</b>	<b>-10,605</b>	<b>-10,462</b>	<b>(143)</b>	<b>(212)</b>
<b>Net Operational Expenditure</b>	<b>51,683</b>	<b>28,557</b>	<b>29,211</b>	<b>(654)</b>	<b>(209)</b>
<b>Recharges</b>					
Premises Support	736	490	490	0	0
Transport	10	6	7	(1)	0
Central Support Recharges	3,331	2,221	2,221	0	0
Asset Rental Support	0	0	0	0	0
HBC Support Costs Income	-176	-130	-130	0	0
<b>Net Total Recharges</b>	<b>3,901</b>	<b>2,587</b>	<b>2,588</b>	<b>(1)</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>55,584</b>	<b>31,144</b>	<b>31,799</b>	<b>(655)</b>	<b>(209)</b>

## Education, Inclusion &amp; Provision

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	8,796	5,550	5,321	229	310
Agency - covering vacancies	0	0	131	(131)	(204)
Agency - in addition to establishment	66	72	85	(13)	6
Premises	15	9	1	8	2
Supplies & Services	3,281	1,799	1,819	(21)	(34)
Independent School Fees	10,155	7,805	7,805	0	0
Schools Contingency	430	168	168	0	0
Transport	43	27	42	(15)	(26)
Schools Transport	2,772	1,293	1,760	(466)	(777)
Early Years Payments including Pupil Premium	15,805	10,217	10,217	0	0
Commissioned Services	2,193	1,251	1,255	(4)	(7)
Inter Authority Special Needs	1,400	1,282	1,282	0	0
Grants to Voluntary Organisations	115	-21	19	(40)	(67)
Capital Finance	4,599	2,844	2,847	(2)	(4)
<b>Total Expenditure</b>	<b>49,670</b>	<b>32,295</b>	<b>32,752</b>	<b>(456)</b>	<b>(800)</b>
<b>Income</b>					
Fees & Charges Income	-338	-325	-349	24	41
Government Grant Income	-6,896	-4,193	-4,189	(4)	0
Dedicated Schools Grant	-30,134	-20,088	-20,088	0	0
Inter Authority Income	-446	-366	-243	(124)	(206)
Reimbursements & Other Grant Income	-1,767	-1,064	-1,061	(3)	(5)
Schools SLA Income	-538	-369	-334	(35)	(59)
Transfer From Reserves	-551	-134	-142	8	0
<b>Total Income</b>	<b>-40,670</b>	<b>-26,540</b>	<b>-26,407</b>	<b>(133)</b>	<b>(229)</b>
<b>Net Operational Expenditure</b>	<b>9,000</b>	<b>5,756</b>	<b>6,345</b>	<b>(589)</b>	<b>(1,029)</b>
<b>Recharges</b>					
Premises Support	405	270	270	0	0
Transport Support	773	654	658	(3)	(5)
Central Support	1,947	1,298	1,298	0	0
Asset Rental Support	17	0	0	0	0
Recharge Income	0	0	0	0	0
<b>Net Total Recharges</b>	<b>3,142</b>	<b>2,222</b>	<b>2,226</b>	<b>(3)</b>	<b>(5)</b>
<b>Net Departmental Expenditure</b>	<b>12,142</b>	<b>7,978</b>	<b>8,571</b>	<b>(593)</b>	<b>(1,034)</b>

## Community &amp; Greenspaces

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	15,639	10,403	9,996	407	611
Agency - Covering vacancies	20	16	16	0	0
Agency - In addition to establishment	16	16	201	(185)	(272)
Premises	3,304	1,973	1,995	(22)	(32)
Supplies & Services	3,659	2,416	2,597	(181)	(272)
Transport	117	72	91	(19)	(28)
Extended Producer Responsibility	500	30	30	0	0
Other Agency Costs	454	287	275	12	17
Other Expenditure	187	102	99	3	4
Waste Disposal Contracts	7,121	2,867	2,906	(39)	(57)
Transfers to Reserves	1,091	0	0	0	0
<b>Total Expenditure</b>	<b>32,108</b>	<b>18,182</b>	<b>18,206</b>	<b>(24)</b>	<b>(29)</b>
<b>Income</b>					
Sales Income	-1,359	-931	-916	(15)	(23)
Fees & Charges Income	-6,300	-4,678	-4,806	128	192
Rental Income	-1,118	-632	-573	(59)	(88)
Government Grant Income	-5,210	-1,458	-1,458	0	0
Reimbursement & Other Grant Income	-871	-493	-493	0	0
SLA Income	-23	0	0	0	0
Internal Fees Income	-216	-98	-199	101	152
Capital Salaries	-236	-76	-67	(9)	(14)
Transfers From Reserves	-619	-4	-4	0	0
<b>Total Income</b>	<b>-15,952</b>	<b>-8,370</b>	<b>-8,516</b>	<b>146</b>	<b>219</b>
<b>Net Operational Expenditure</b>	<b>16,156</b>	<b>9,812</b>	<b>9,690</b>	<b>122</b>	<b>190</b>
<b>Recharges</b>					
Premises Support	1,657	1,105	1,105	0	0
Transport Support	2,433	1,714	1,781	(67)	(102)
Central Support	4,297	2,865	2,865	0	0
Asset Rental Support	199	0	0	0	0
Recharge Income	-843	-562	-562	0	0
<b>Net Total Recharges</b>	<b>7,743</b>	<b>5,122</b>	<b>5,189</b>	<b>(67)</b>	<b>(102)</b>
<b>Net Departmental Expenditure</b>	<b>23,899</b>	<b>14,934</b>	<b>14,879</b>	<b>55</b>	<b>88</b>

**Economy, Enterprise & Property**

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	3,915	3,314	3,134	180	250
Agency - covering vacancies	0	0	206	(206)	(270)
Repairs & Maintenance	1,700	1,262	1,262	0	0
Premises	174	136	137	(1)	(2)
Energy & Water Costs	1,075	560	506	54	80
NNDR	647	647	676	(29)	(29)
Rents	157	118	117	1	1
Economic Regeneration Activities	3	3	8	(5)	0
Security	508	257	256	1	3
Supplies & Services	578	317	317	0	(1)
Supplies & Services - Grant	1,040	485	485	0	0
Grants to Voluntary Organisations	72	35	35	0	0
Capital Finance	22	0	0	0	0
<b>Total Expenditure</b>	<b>9,891</b>	<b>7,134</b>	<b>7,139</b>	<b>(5)</b>	<b>32</b>
<b>Income</b>					
Fees & Charges Income	-398	-272	-308	36	89
Rent - Commercial Properties	-929	-572	-571	(1)	4
Rent - Investment Properties	-38	-26	-25	(1)	(1)
Government Grant	-1,118	-1,119	-1,119	0	0
Reimbursements & Other Grant Income	-203	-172	-172	0	0
Schools SLA Income	-55	-55	-58	3	3
Recharges to Capital	-367	-158	-158	0	0
Transfer from Reserves	-564	-535	-535	0	0
<b>Total Income</b>	<b>-3,672</b>	<b>-2,909</b>	<b>-2,946</b>	<b>37</b>	<b>95</b>
<b>Net Operational Expenditure</b>	<b>6,219</b>	<b>4,225</b>	<b>4,193</b>	<b>32</b>	<b>127</b>
<b>Recharges</b>					
Premises Support	2,738	1,826	1,826	0	0
Transport	26	17	17	0	0
Central Support	2,878	1,918	1,918	0	0
Asset Rental Support	4	0	0	0	0
HBC Support Costs Income	-9,342	-6,228	-6,228	0	0
<b>Net Total Recharges</b>	<b>-3,696</b>	<b>-2,467</b>	<b>-2,467</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>2,523</b>	<b>1,758</b>	<b>1,726</b>	<b>32</b>	<b>127</b>

## Planning &amp; Transportation Department

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	5,957	3,961	3,570	391	587
Efficiency Savings	-100	-66	0	(66)	(100)
Premises	188	122	100	22	34
Hired & Contracted Services	415	98	103	(5)	(8)
Supplies & Services	142	203	350	(147)	(220)
Street Lighting	1,643	479	527	(48)	(72)
Highways Maintenance - Routine & Reactive	1,803	781	1,142	(361)	(542)
Highways Maintenance - Programmed Works	812	574	153	421	632
Fleet Transport	1,467	921	927	(6)	(10)
Bus Support - Halton Hopper Tickets	14	9	4	5	8
Bus Support	506	587	587	0	0
Agency Related Expenditure	8	6	141	(135)	(202)
Grants to Voluntary Organisations	31	31	31	0	0
NRA Levy	75	74	74	0	1
LCR Levy	1,553	1,164	1,164	0	0
Contribution to Reserves	359	0	0	0	0
<b>Total Expenditure</b>	<b>14,873</b>	<b>8,944</b>	<b>8,873</b>	<b>71</b>	<b>108</b>
<b>Income</b>					
Sales & Rents Income	-97	-72	-64	(8)	(12)
Planning Fees	-798	-534	-750	216	324
Building Control Fees	-251	-167	-131	(36)	(55)
Other Fees & Charges	-971	-634	-1,166	532	798
Reimbursements & Grant Income	-174	-160	-160	0	0
Government Grant Income	-57	-57	-57	0	0
Halton Hopper Income	-15	-10	-7	(3)	(5)
Recharge to Capital	-119	0	0	0	0
LCR Levy Reimbursement	-1,553	-1,164	-1,164	0	0
Contribution from Reserves	-132	-157	-157	0	0
<b>Total Income</b>	<b>-4,167</b>	<b>-2,955</b>	<b>-3,656</b>	<b>701</b>	<b>1,050</b>
<b>Net Operational Expenditure</b>	<b>10,706</b>	<b>5,989</b>	<b>5,217</b>	<b>772</b>	<b>1,158</b>
<b>Recharges</b>					
Premises Recharges	739	493	493	0	0
Transport Recharges	808	517	517	0	(2)
Central Recharges	2,505	1,672	1,672	0	0
Asset Charges	918	0	0	0	0
HBC Support Costs Income	-6,347	-4,346	-4,502	156	234
<b>Net Total Recharges</b>	<b>-1,377</b>	<b>-1,664</b>	<b>-1,820</b>	<b>156</b>	<b>232</b>
<b>Net Departmental Expenditure</b>	<b>9,329</b>	<b>4,325</b>	<b>3,397</b>	<b>928</b>	<b>1,390</b>

## Corporate &amp; Democracy

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	432	275	316	(41)	(40)
Contracted Services	12	6	0	6	0
Supplies & Services	102	89	-79	168	42
Premises Expenditure	24	18	17	1	0
Transport Costs	1	0	40	(40)	0
Members Allowances	994	663	703	(40)	0
Contingency	674	447	0	447	670
Contribution to Reserves	300	300	263	37	(647)
Debt Management Expenses	20	13	63	(50)	(13)
Precepts & Levies	244	244	244	0	0
Interest Payable - Treasury Management	2,303	1,538	1,298	240	360
Interest Payable - Other	215	143	143	0	0
Capital Financing (Minimum Revenue Provision)	3,004	3,004	2,966	38	38
<b>Cost of Exceptional Financial Support</b>					
Interest Payable	1,225	817	731	86	129
Capital Financing (Minimum Revenue Provision)	500	500	500	0	0
<b>Cost of Dedicated School Grant Deficit</b>					
Interest Payable	725	483	594	(111)	(166)
<b>Efficiency Savings:</b>					
Purchase of Additional Leave	-100	-67	-114	47	165
Voluntary Severance Scheme	-200	-133	0	(133)	(200)
Apprenticeship First Model	-200	-133	-17	(116)	(174)
Agency Staff Reduction	-1,700	-1,133	0	(1,133)	(1,700)
Accelerate the Lease or Sale of Surplus Land	-100	-67	0	(67)	(100)
Review of Debt Management	-100	-67	0	(67)	(100)
Review Existing Contracts	-200	-134	0	(134)	(200)
<b>Total Expenditure</b>	<b>8,175</b>	<b>6,806</b>	<b>7,668</b>	<b>(862)</b>	<b>(1,936)</b>
<b>Income</b>					
Interest Receivable - Treasury Management	-3,045	-2,030	-2,914	884	1,270
Interest Receivable - Other	-19	-13	-13	0	57
Other Fees & Charges	-146	-91	-80	(11)	(26)
Grants & Reimbursements	-334	-223	-223	0	0
Government Grant Income	-6,272	-4,181	-4,181	0	0
<b>Total Income</b>	<b>-9,816</b>	<b>-6,538</b>	<b>-7,411</b>	<b>873</b>	<b>1,301</b>
<b>Net Operational Expenditure</b>	<b>-1,641</b>	<b>268</b>	<b>257</b>	<b>11</b>	<b>(635)</b>
<b>Recharges</b>					
Premises Support	22	15	15	0	0
Transport	0	0	0	0	0
Central Support	898	632	632	0	0
Asset Rental Support	0	0	0	0	0
HBC Support Costs Income	-3,304	-1,678	-1,678	0	0
<b>Net Total Recharges</b>	<b>-2,384</b>	<b>-1,031</b>	<b>-1,031</b>	<b>0</b>	<b>0</b>
<b>Net Departmental Expenditure</b>	<b>-4,025</b>	<b>-763</b>	<b>-774</b>	<b>11</b>	<b>(635)</b>

## Public Health

	Annual Budget £'000	Budget to Date £'000	Actual Spend £'000	Variance (Overspend) £'000	Forecast Outturn £'000
<b>Expenditure</b>					
Employees	5,631	3,410	3,318	92	109
Other Premises	6	4	0	4	6
Supplies & Services	439	168	228	(60)	(90)
Contracts	6,918	3,910	4,075	(165)	0
SLA's	372	115	77	38	0
Transport	4	2	2	0	1
Transfer to Reserves	660	0	0	0	(150)
Grants to Voluntary Organisations	20	2	2	0	0
Other Agency	24	24	24	0	0
<b>Total Expenditure</b>	<b>14,074</b>	<b>7,635</b>	<b>7,726</b>	<b>(91)</b>	<b>(124)</b>
<b>Income</b>					
Fees & Charges	-122	-57	-86	29	43
Reimbursements & Grant Income	-647	-737	-795	58	88
Transfer from Reserves	-428	-348	-357	9	13
Government Grant Income	-12,478	-9,285	-9,294	9	13
<b>Total Income</b>	<b>-13,675</b>	<b>-10,427</b>	<b>-10,532</b>	<b>105</b>	<b>157</b>
<b>Net Operational Expenditure</b>	<b>399</b>	<b>-2,792</b>	<b>-2,806</b>	<b>14</b>	<b>33</b>
<b>Recharges</b>					
Premises Support	209	139	139	0	0
Transport Support	24	16	17	(1)	(2)
Central Support	1,937	1,304	1,304	0	0
Asset Rental Support	0	0	0	0	0
Recharge Income	-669	-446	-446	0	0
<b>Net Total Recharges</b>	<b>1,501</b>	<b>1,013</b>	<b>1,014</b>	<b>(1)</b>	<b>(2)</b>
<b>Net Departmental Expenditure</b>	<b>1,900</b>	<b>-1,779</b>	<b>-1,792</b>	<b>13</b>	<b>31</b>

## High Needs 2025/26 Forecast Spend Position

## Appendix 3

	Annual Budget £'000	Forecast Spend £'000	Forecast Outturn £'000
<b>Expenditure</b>			
High Needs Place Funding - Mainstream Units	1,432	2,047	(615)
High Needs Place Funding - Special Schools	4,946	7,365	(2,419)
High Needs Place Funding - PRU	996	1,089	(93)
Top-Up Funding - Maintained Mainstream Schools	2,728	4,512	(1,784)
Top-Up Funding - Maintained Special Schools	2,151	2,845	(694)
Top-Up Funding - Maintained PRU	1,743	1,739	4
Top-Up Funding - Maintained Academies, Free Schools and Colleges	2,029	3,383	(1,354)
Top-Up Funding - Academies Special	990	3,336	(2,346)
Top-Up Funding - Non-Maintained and Independent Providers	7,272	11,087	(3,815)
Top-Up Funding - Post 16 FE	2,796	2,167	629
SEN Support Services	2,280	2,234	46
Special Free School	331	579	(248)
Exclusions	0	59	(59)
Support for Inclusion	45	45	0
Therapies and Other Health Related Services	20	20	0
<b>Total Expenditure</b>	<b>29,759</b>	<b>42,507</b>	<b>(12,748)</b>

## Progress Against Agreed Savings

## APPENDIX 4

### Adult Social Care

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000		
Housing Solutions	474	Remodel the current service based on good practice evidence from other areas.	125	0	U	Currently Under Review
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.	100	0	✓	Achieved
Community Wardens/Telecare Service		Community Wardens/Telecare Service – a review will be undertaken of the various options available for the future delivery of these services, with support from the Transformation Delivery Unit.	0	280	✗	Unlikely to be achieved – currently forecast overspend position. However, these services are currently being reviewed as part of the transformation programme.

Care Management Community Care Budget		Community Care – continuation of the work being undertaken to review care provided through the Community Care budget, in order to reduce the current overspend and ongoing costs.	0	1,000		Unlikely to be achieved to be achieved on a longer term basis. Interim measures in place to support the current year position includes use of surplus capital grants. While the current overspend is being reduced significantly, it is unlikely the required budget reduction will be achieved by year-end.
Various		Review of Service Delivery Options – reviews will be undertaken of the various service delivery options available for a number of areas including; Day Services, Halton Supported Housing Network, In-House Care Homes, Reablement Service and Oak Meadow.	0	375		Unlikely to be achieved by financial year-end.
<b>Total ASC Directorate</b>			<b>225</b>	<b>1,655</b>		

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000		
Internal Audit	300	Restructure in light of potential retirements over the next two years within the Internal Audit Team.	50	0	<span style="background-color: red; color: white; padding: 2px;">X</span>	It appears unlikely that the proposed £50k budget saving will be fully realised this year, if at all
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	0	<span style="background-color: red; color: white; padding: 2px;">X</span>	Look to increase costs in 2026/27 but this is pending a Government consultation on council tax of which summons charges are being reviewed.
Debt Management		Debt Management – undertake a review of debt management policies and procedures, in order to implement a more robust approach to debt management and debt recovery, considering options such as seeking payment in advance wherever possible, to improve cashflow and reduce the risk of non-recovery.	0	100	<span style="background-color: yellow; color: black; padding: 2px;">U</span>	Currently part of workstream being undertaken by the Transformation Programme.
<b>Total Finance Department</b>			<b>90</b>	<b>100</b>		

## Legal and Democratic Services

Service Area		Description of Saving Proposal	Savings Value	Current	Comments
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	Net Budget £'000		25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000	Progress	
Members		Deputy Mayor – cease provision of the Deputy Mayor's allowance, whilst retaining a nominated Deputy Mayor.	0	6	<input checked="" type="checkbox"/>	Achieved.
<b>Total Legal and Democratic Services</b>			<b>0</b>	<b>6</b>		

## Children and Families Department

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000		
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.	22	0	x	With the implementation of the family hubs the review of windmill hill will no longer be viable. The centre is located in an area of deprivation and the role of the centre as a family hub is a priority in the children's social care review and supporting families at an earlier level, improving access to services for the most vulnerable and ensure a positive start for all children. These priorities fit with the council priorities
Children's Residential Care		Residential Placements – continuation of the work being undertaken to review residential placements, especially high cost placements, and identify opportunities to step-down placements or find alternatives, in order to reduce the current overspend and ongoing costs.	0	1,500	u	Whilst residential placement cost is currently forecast to be within budget, uncertainty continues on the saving being achieved given the risk of children entering into care during the remainder of the financial year.  Residential placements were all reviewed in early 2024 with some reduction in costs established. As part of the longer term plan included in the sufficiency strategy, Halton has

							partnered with a not for profit organisation, Juno, who are awaiting registration from OFSTED - this approach is part of the LCR approach working with NFP organisations. In addition significant changes have been made to reduce the numbers of children coming into care. Mocking bird constellation is in place and evidenced support has resulted in appropriate transition so the need for residential is mitigated. A property has been identified for care leavers and further properties identified for additional semi-independent provisions. Juno will focus on their second home after July
Fostering		Independent Fostering Agencies and Out of Borough Fostering – continuation of the work being undertaken to review placements, to increase use of In-Borough foster carers wherever possible and thereby reduce costs, in order to reduce the current overspend and ongoing costs.	0	200	<span style="background-color: yellow; border: 1px solid black; padding: 2px 5px;">u</span>	Recruitment campaign has been launched to attract in house foster carers so Council reliance on IFA's is reduced. Unfortunately there is a national shortage of foster carers and as a result the reliance on IFA's continues	
Legal Costs		Court Costs – implementation of measures in conjunction with Legal Services, to reduce the backlog and ongoing number of Children's cases going to court,	0	200	<span style="background-color: yellow; border: 1px solid black; padding: 2px 5px;">u</span>	Progress has been made on reducing the cost of court with success in reducing the number of applications, the reduction in timeliness of proceedings, further work is currently	

		thereby reducing the timescales involved and cost of court proceedings, in order to reduce the current overspend and ongoing costs.				underway to reduce the number of C2 applications to court. PLO process is proving effective for some families in diverting away from legal proceedings and safely maintaining children with parents, further exploration is taking place on the use of in house psychologists to undertake assessments in the court arena to further reduce court costs
<b>Total Children &amp; Families Department</b>			<b>22</b>	<b>1,900</b>		

## Education, Inclusion and Provision Department

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000		
Home to School Transport		Home to School Transport – undertake consultation with stakeholders and partners with regard to implementing a new Home to School and College Travel and Transport Policy for Children and Young People with Special Educational Needs and Disabilities.	0	300	<span style="color: red;">X</span>	The consultation with stakeholders and partners has taken place. The results have been analysed and recommendations put to Executive Board for possible policy changes which will not be implemented until Autumn 2026
<b>Total EIP Department</b>			<b>0</b>	<b>300</b>		

## Community and Greenspace Department

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000		
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.	12	0	<input checked="" type="checkbox"/>	School meals service has ceased and is reflected in the 25/26 budget.
Green Waste		Green Waste – increase green waste charges from £43 to £50 per annum, to bring Halton onto a comparable basis with charges levied by neighbouring councils.	0	100	<input checked="" type="checkbox"/>	Green waste charges have been increased to £50.
Area Forums		Area Forums – cease the funding for Area Forums.	0	170	<input checked="" type="checkbox"/>	Area forum budgets have been removed in 25-26

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000		
<b>Total Community &amp; Greenspace Dept</b>			<b>12</b>	<b>270</b>		

## Economy, Enterprise and Property Department

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			25/26 Agreed Council 01 February 2023 £'000	25/26 Agreed Council 05 March 2025 £'000		
Asset Management		Accelerate the lease or sale of surplus land, non-operational buildings, surplus space within building, etc. to either generate lease rentals or capital receipts to help fund capital schemes and thereby reduce future capital financing costs.	0	100	U	It is not expected this saving will materialise in the current year.
<b>Total EEP Dept</b>			<b>0</b>	<b>100</b>		

## Policy, Planning and Transportation Department

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			24/25 £'000	25/26 £'000		
Highways		LED Advertising Screens – install LED advertising screens at appropriate locations within the Borough in order to generate advertising revenue. The estimated annual income is the Council's share of advertising revenue net of capital financing costs for the installations.	0	100		It is not anticipated that this income will be achieved this financial year as the LED screens are no closer to being installed.
<b>Total PPT Dept</b>			<b>0</b>	<b>100</b>		

## Public Health Directorate Department

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			24/25 £'000	25/26 £'000		
Environmental Health		Pest Control – increase charges for pest control on the basis of benchmarking data, to bring Halton onto a comparable basis with charges levied by neighbouring councils.	0	45	<input checked="" type="checkbox"/>	Charges Increased
<b>Total Public Health Directorate</b>			<b>0</b>	<b>45</b>		

## Corporate and Democracy

Service Area	Net Budget £'000	Description of Saving Proposal	Savings Value		Current Progress	Comments
			24/25 £'000	25/26 £'000		
Chief Executives Delivery Unit		Purchase of Additional Leave – development of a voluntary scheme to enable staff to purchase additional annual leave.	0	100	✓	Scheme has been agreed and implemented. Prudent forecast of saving against the scheme is estimated to be in the region of £0.265m
Chief Executives Delivery Unit		Voluntary Severance Scheme – development of a policy whereby staff may be offered voluntary severance in appropriate circumstances, but without creating a significant pension strain liability.	0	200	✗	Scheme to be designed and approved. Uncertainty to timing and sign-up to the scheme. Unlikely to be in place for this financial year.
Chief Executives Delivery Unit		Apprenticeships - implement an “Apprentice First” policy, with all appropriate vacant posts assessed initially to determine whether they might be suitable as an apprenticeship. This will build longer term resilience into the organisation’s workforce and provide short term cost savings by drawing down funding from the apprenticeship levy. The scheme will be co-ordinated by the newly appointed Apprenticeship Officer, funded and supported	0	200	U	Scheme being developed, uncertainty to take up of the scheme.  It is currently forecasts savings of £0.026m will be achieved by financial year-end.

	by the Transformation Delivery Unit.					
Council Wide	Agency Staff Reduction – continuation of the work being co-ordinated by the Transformation Delivery Unit to reduce the reliance upon agency workers across the Council, in particular within Adults and Children's Social Care. Target net savings of £1.7m for 2025/26, £1.3m for 2026/27 and £1.1m for 2027/28.	0	1,700	x	There is evidence of reduced agency usage within the Children's directorate but targets have been built into directorate budget which duplicate what is included here.  Uncertainty with regard to reductions across Adult Social Care.  Highly unlikely the £1.7m saving will be achieved in the current financial year.	
Council Wide	Debt Management – undertake a review of debt management policies and procedures, in order to implement a more robust approach to debt management and debt recovery, considering options such as seeking payment in advance wherever possible, to improve cashflow and reduce the risk of non-recovery.	0	100	u	Review of debt management particularly with Adult Social Care has commenced.	
Council Wide	Review all existing contracts across the Council to re-consider their requirements and performance on the basis of outputs achieved.	0	200	u	Currently part of workstream being undertaken by the Transformation Programme.	

<b>Total Corporate &amp; Democracy</b>	0	<b>2,400</b>			

<u>Symbol</u>	<u>Objective</u>
	Indicates that the <u>objective</u> is on course to be achieved within the appropriate timeframe.
	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.
	Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.

Scheme Detail	2025/26	2025/26	Cumulative	Cumulative	Cumulative	Allocation	2026/27
	Original	Revised	Spend to 30	Forecast	Forecast		Forecast
	Allocation	Allocation	Nov 2025	Spend to 31	Spend to 31	Allocation	Allocation
£000	£000	£000	£000	£000	£000	£000	£000
<b>Childrens Directorate</b>							
Capital Repairs	882.1	882.1	700	700	754.0	128.1	0.0
Asbestos Management	10.0	10.0	0.5	6	10.0	0.0	0.0
Schools Access Initiative	37.7	37.7	34	34	41.0	-3.3	0.0
Basic Need Projects	600.8	600.8	0	0	100.0	500.8	0.0
Small Capital Works	173.0	173.0	98	105	170.0	3.0	0.0
SEND capital allocation	1,871.2	1,871.2	202	675	1,275.0	596.2	45.0
SEND capital unallocated	1,775.5	1,775.5	0.0	0.0	0.0	1,775.5	0.0
SCA unallocated	129.3	129.3	0.0	0.0	0.0	129.3	0.0
Family Hubs & Start for Life	63.0	63.0	11.0	11.0	63	0.0	65.0
Childcare Expansion	314.8	314.8	18	18	314.8	0.0	0.0
AMP Data	25.0	25.0	23	24	25.0	0.0	0.0
<b>Childrens Directorate Total</b>	<b>5,882.4</b>	<b>5,882.4</b>	<b>1,086.6</b>	<b>1,573.1</b>	<b>2,752.8</b>	<b>3,129.6</b>	<b>110.0</b>

2025/26 Capital Programme as at 30 November 2025 continued

Scheme Detail	2025/26 Original Allocation £000	2025/26 Revised Allocation £000	Cumulative Spend to 30 Nov 2025 £000	Cumulative Forecast Spend to 31 Jan 2026 £000	Cumulative Forecast Spend to 31 March 2026 £000	Allocation remaining £000	2026/27 Forecast Allocation £000
<b>Adults Directorate</b>							
Grants - Disabled Facilities	2,200.0	2,000.0	999.0	1,400.0	2,000.0	0.0	700.0
Stair Lifts	400.0	650.0	355.0	450.0	650.0	0.0	700.0
Joint Funding RSL Adaptations	300.0	250.0	187.0	220.0	250.0	0.0	300.0
Madeline McKenna Residential Home	300.0	200.0	43.0	100.0	200.0	0.0	0.0
Millbrow Care Home	200.0	200.0	54.0	100.0	200.0	0.0	0.0
St Lukes	50.0	200.0	115.0	150.0	200.0	0.0	0.0
St Patricks	200.0	200.0	63.0	100.0	200.0	0.0	0.0
Care Home Refurbishment	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Telehealthcare Digital Switchover	135.0	135.0	0.0	0.0	135.0	0.0	0.0
Oakmeadow and Peelhouse Network Improvements	40.0	40.0	0.0	0.0	40.0	0.0	0.0
Crow Wood Lane Specialist Housing	250.0	250.0	250.0	250.0	250.0	0.0	0.0
<b>Adults Directorate Total</b>	<b>4,075.0</b>	<b>4,125.0</b>	<b>2,066.0</b>	<b>2,770.0</b>	<b>4,125.0</b>	<b>0.0</b>	<b>1,700.0</b>
<b>Public Health</b>							
New database for Public Protection Regulatory Services	0.0	0.0	0.0	0.0	0.0	0.0	200.0
<b>Public Health Directorate Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>200.0</b>

2025/26 Capital Programme as at 30 November 2025 continued

Scheme Detail	2025/26 Original Allocation	2025/26 Revised Allocation	Cumulative Spend to 30 Nov 2025	Cumulative Forecast Spend to 31 Jan 2026	Cumulative Forecast Spend to 31 March 2026	Allocation remaining	2026/27 Forecast Allocation
	£000	£000	£000	£000	£000		£000
<b>Environment &amp; Regeneration Directorate</b>							
Stadium Minor Works	22.1	22.1	24.6	24.6	24.6	-2.5	30.0
Halton Leisure Centre	99.7	99.7	92.5	94.0	95.0	4.7	0.0
Children's Playground Equipment	67.8	67.8	52.5	60.5	65.0	2.8	65.0
Landfill Tax Credit Schemes	340.0	0.0	0.0	0.0	0.0	0.0	0.0
Upton Improvements	13.0	13.0	0.0	0.0	13.0	0.0	0.0
Crow Wood Park Play Area	12.0	12.0	0.0	0.0	12.0	0.0	0.0
Open Spaces Schemes	600.0	770.0	650.9	700.0	770.0	0.0	600.0
Runcorn Town Park	450.6	450.6	10.2	60.0	125.0	325.6	280.0
Spike Island / Wigg Island	1,841.6	250.0	173.4	180.0	250.0	0.0	1,591.6
Pickering's Pasture Cafe	469.2	450.0	301.2	360.0	450.0	0.0	19.2
Cemetery Infrastructure work	469.1	469.1	10.5	207.0	410.0	59.1	683.0
Stadium Public Address System	810.0	346.0	34.9	286.0	346.0	0.0	379.0
Litter Bins	20.0	20.0	0.0	0.0	20.0	0.0	20.0
*Replacement Cremator*	0.0	0.0	0.0	0.0	0.0	0.0	20.0
Stadium Steelwork Repairs	0.0	0.0	0.0	0.0	0.0	0.0	600.0
Brindley Lighting	0.0	200.0	0.0	100.0	200.0	0.0	0.0
Homeless Accommodation Refurbishment	0.0	52.0	49.3	51.0	52.0	0.0	948.0
CCTV Infrastructure Works	0.0	105.0	1.2	50.0	105.0	0.0	395.0
Equality Act Improvement Works	303.5	303.5	17.7	150.0	303.5	0.0	300.0
Foundary Lane Residential Area	3,520.9	3,520.9	1,229.3	1,850.0	3,520.9	0.0	0.0
Property Improvements	231.1	231.1	121.7	153.6	231.1	0.0	200.0
Town Deal	21,823.1	13,210.2	6,294.6	9,550.0	13,210.2	0.0	8,612.9
UK Shared Prosperity Fund	101.2	101.2	0.0	55.0	101.2	0.0	0.0
Runcorn Waterfront Residential Development	82.0	82.0	4.2	35.0	82.0	0.0	0.0

**2025/26 Capital Programme as at 30 November 2025 continued**

Scheme Detail	2025/26	2025/26	Cumulative	Cumulative	Cumulative	Allocation	2026/27
	Original	Revised	Spend to 30	Forecast	Forecast		Forecast
	£000	£000	Nov 2025	Spend to 31	March 2026	£000	£000
Changing Places	17.0	17.0	0.0	0.0	17.0	0.0	0.0
Kingsway Centre Demolition	708.0	708.0	438.3	488.0	538.0	170.0	0.0
Port of Weston	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Sci-tech Daresbury Project Violet	2,200.0	0.0	0.0	0.0	0.0	0.0	2,200.0
Astmoor Masterplan	81.6	902.6	902.6	902.6	902.6	0.0	0.0
Sci-tech Daresbury - CPO	3,000.0	0.0	0.0	0.0	0.0	0.0	3,000.0
Warm Homes Plan	0.0	587.6	0.0	0.0	587.6	0.0	587.6
Runcorn Town Centre Management	0.0	822.0	524.6	650.0	822.0	0.0	0.0
Widnes Town Centre Framework	0.0	200.0	53.0	100.0	200.0	0.0	0.0
Bridge and Highway Maintenance	839.2	839.2	181.2	510.2	839.2	0.0	0.0
Runcorn Busway	90.0	90.0	35.9	63.0	90.0	0.0	0.0
ATF3 Murdishaw to Whitehouse	757.0	757.0	538.3	647.7	757.0	0.0	0.0
ATF4 - Widnes Town Centre Accessibility	114.5	114.5	0.0	0.0	0.0	114.5	0.0
A56 Reconstruction	943.7	943.7	95.0	519.4	943.7	0.0	0.0
LCWIP phase 2 Daresbury	3,862	100	30.9	57.7	84.5	15.5	0.0
Pot Hole Funding	968	968	243.8	605.9	968.0	0.4	0.0
CRSTS	4,405	4,405	2,709.9	3,557.5	4,405.0	0.0	0.0
Street Lighting - Structural Maintenance	1,025.1	1,025.1	0.0	100.0	200.0	825.1	1,025.1
Street Lighting - Upgrades	728.4	728.4	0.0	50.0	50.0	678.4	528.4
East Runcorn Connectivity	5,851.7	14,442.2	6,283.7	10,363.0	14,442.2	0.0	0.0
Risk Management	712.9	120.0	23.0	23.0	23.0	97.0	120.0
Widnes Loops	0.0	0.0	65.1	65.1	65.1	-65.1	0.0
Fleet Replacements	4,482.0	2,500.0	1,070.1	1,785.0	2,500.0	0.0	4,482.0
Early Land Acquisition Mersey Gateway	210.0	80.0	49.4	73.0	80.0	0.0	80.0
Mersey Gateway Crossings Board	60.0	-226.7	-226.7	-226.7	-226.7	0.0	60.0
<b>Environment &amp; Regeneration Directorate Total</b>	<b>62,333.3</b>	<b>50,900.2</b>	<b>22,086.8</b>	<b>34,300.9</b>	<b>48,674.7</b>	<b>2,225.5</b>	<b>26,826.7</b>

**2025/26 Capital Programme as at 30 November 2025 continued**

Scheme Detail	2025/26 Original Allocation £000	2025/26 Revised Allocation £000	Cumulative Spend to 30 Nov 2025 £000	Cumulative Forecast Spend to 31 Jan 2026 £000	Cumulative Forecast Spend to 31 March 2026 £000	Allocation remaining £000	2026/27 Forecast Allocation £000
<b>Chief Executives Directorate</b>							
IT Rolling Programme	805.6	1,305.6	1,022.0	1,245.1	1,245.1	60.5	1,200.0
Halton Smart Microgrid	10,870.0	1,000.0	0.0	0.0	1,000.0	0.0	9,870.0
Transformation Programme	1,538.0	2,465.7	1,557.1	1,928.9	2,195.6	270.1	
Accelerated Growth	0.0	650.7	440.0	546.9	643.9	6.8	
<b>Chief Executives Directorate Total</b>	<b>13,213.6</b>	<b>5,422.0</b>	<b>3,019.1</b>	<b>3,720.9</b>	<b>5,084.6</b>	<b>337.4</b>	<b>11,070.0</b>
<b>Grand Total</b>	<b>85,504.4</b>	<b>66,329.6</b>	<b>28,258.5</b>	<b>42,364.9</b>	<b>60,637.1</b>	<b>5,692.5</b>	<b>39,906.7</b>

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	<b>Pay costs</b> <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>• Market supplement paid in multiple service areas</li> <li>• Employer of Choice Initiative</li> <li>• Connect to Halton – Review of Scheme</li> </ul>	3	3	9	ED/SB/ Directors	Monthly	<p>2025/26 budget includes pay growth at forecast 2% pay award. Pay offer agreed at 3.2%, backdated pay actioned in August 2025. Actual cost of the pay award higher at £1.214m than £1m figure previously estimated.</p> <p>Agency costs and usage remain high although clear evidence of reduction in numbers.</p> <p>Market Supplements being paid across increasing number of services.</p>	30/11/25

											Connect to Halton scheme went live September 2024, agency and casual appointments to be covered by the scheme.	
2	<b>Redundancy and Early Retirements</b>	3	3	9	<ul style="list-style-type: none"> <li>• Benefits Tracking Process</li> <li>• Future savings to take into account cost of redundancy and early retirements.</li> <li>• Seek Government approval to use capital receipts to fund transformation costs.</li> <li>• Develop policy for voluntary severance scheme</li> </ul>	2	3	6	ED/SB	Quarterly	<p>Tracker created to monitor redundancy costs in current year.</p> <p>Look to capitalise redundancy costs where possible where evidence exists it creates a longer term saving.</p> <p>£0.200m saving included in 25/26 budget for savings from voluntary severance scheme. Scheme unlikely to go live in current financial year.</p>	30/11/25

3	<b>Savings not achieved</b>	4	3	12	<ul style="list-style-type: none"> <li>• Budget monitoring</li> <li>• Contingency</li> <li>• Rigorous process in approving savings.</li> <li>• Review of savings at departmental and directorate level</li> <li>• Monthly budget monitoring</li> <li>• Medium Term Financial Forecast</li> <li>• RAG monitoring of savings included in bi-monthly monitoring reports.</li> <li>• Transformation saving targets reported monthly through Transformation Programme Board.</li> </ul>	4	3	12	RR/ED/SB/Directors	Monthly	<p>Savings for 2025/26 have been written into Directorate budgets.</p> <p>Budget savings monitored closely and if necessary offsetting savings sought.</p> <p>Transformation Programme Board meet on monthly basis to discuss progress against programme.</p>	30/11/25
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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	<p>CPI for November 2025 is 3.2% and RPI is 3.8%. Both running higher than inflation included in 2025.26 budget.</p> <p>Office of Budget Responsibility (OBR) forecast inflation is to remain above 3% for the remainder of 2025 and drop to 2.5% in 2026 and then hit the Government target of 2% in 2027.</p>	30/11/25
5	<b>Review of LG Finance</b>	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 region</li> </ul>	4	4	9	ED/SB/NS/M W/MG	Weekly/ Monthly	<p>Business rate retention 100% scheme to continue over three year period 2026/27 to 2028/29.</p> <p>Provisional Local Government Finance Settlement issued 17 December 2025. Funding behind modelled levels from Fair Funding</p>	30/11/25

					<ul style="list-style-type: none"> <li>• Dialogue with DCLG</li> <li>• Responding to reviews and consultations</li> </ul>					consultation (Summer 2025) and LG Finance policy Statement (Nov 25). Government have redirected funding towards greater levels of funding for temporary accommodation needs.		
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> </ul>	1	3	3	ED/SB/MG	Daily / Quarterly	<p>BoE base rate reduced to 3.75%.</p> <p>Impact of Exceptional Financial Support request to be assessed with regards to timing</p>	30/11/25

					<ul style="list-style-type: none"> <li>Attendance at Networking and Benchmarking Groups</li> <li>Officer and Member Training</li> </ul>					of future borrowing.		
7	<b>Demand led budgets</b> <ul style="list-style-type: none"> <li>Children in Care</li> <li>Out of borough fostering</li> <li>Community Care</li> <li>High Needs</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> <li>Children Improvement Plan Investment Funding</li> </ul>	4	4	16	ED/SB/NS/MW	Monthly	<p>Numbers of children in care and with protection plans reviewed on a weekly basis.</p> <p>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>	30/11/25
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	Arrangements in place to monitor spend and	30/11/25

	<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>					availability of 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	<p>Council tax collection rate through to the end of November 2025 is 71.34% which is 0.09% lower than the collection rate at the same point last year.</p> <p>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. £1.992m has so far been collected this year in relation to previous years' debt.</p>	30/11/25

10	<b>Business Rates Retention Scheme</b>	3	3	9	<ul style="list-style-type: none"> <li>Review and monitoring of latest business rates income to baseline and estimate for year.</li> <li>Prudent allowance for losses in collection</li> <li>Prudent provision set aside for losses from valuation appeals</li> <li>Regular monitoring of annual yield and baseline / budget position</li> <li>Benchmarking Groups</li> <li>Review recovery procedures</li> </ul>	3	1	3	ED/SB/LB/MG	Monthly	<p>Business rate collection through to the end of November 2025 is 75.01% which is 1.02% lower than the collection rate at the same point last year.</p> <p>£0.945m has so far been collected this year in relation to previous years' debt.</p>	30/11/25
11	<b>Income recovery</b>	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	1	3	ED/MM/SB	Monthly	<p>Income shortfalls identified and cause of increased concern in certain areas are being closely monitored.</p> <p>Additional posts created within Adult Social Care Directorate, responsible for improving the</p>	30/11/25

										overall collection of social care debt.	
12	<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 over committed therefore new capital schemes need to bring own funding.
13	<b>Academy Schools</b> <ul style="list-style-type: none"> <li>• Impact of transfer upon Council budget</li> <li>• Loss of income to Council Services</li> </ul>	2	4	8	<ul style="list-style-type: none"> <li>• Early identification of school decisions</li> <li>• DfE Regulations</li> <li>• Prudent consideration of financial transactions to facilitate transfer</li> <li>• Services continue to be offered to academies</li> <li>• Transfer Protocol</li> </ul>	1	3	3	ED/SB/NS	Monthly	Consideration given in MTFS for loss of funding.

14	<b>Reserves</b> <ul style="list-style-type: none"> <li>Diminishing reserves, used to balance budget, fund overspend positions.</li> </ul>	3	4	12	<ul style="list-style-type: none"> <li>Monitored on a bi-monthly 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	<p>Monitored and reported on a regular basis. Council reserves at historic low levels.</p> <p>Reserves will need to be replenished within future budgets</p>	30/11/25
15	<b>Budget Balancing</b> <ul style="list-style-type: none"> <li>Council has struggled to achieve a balanced budget position for a number of years.</li> <li>Forecast for current year is an overspend position of £19m.</li> <li>Reserves insufficient to balance current year budget.</li> <li>Council has been given approval in-principle for Exceptional Financial Support (day to day costs funded through capital borrowings)</li> </ul>	4	4	16	<ul style="list-style-type: none"> <li>Current year budgets monitored on a regular basis.</li> <li>Forward forecasting through to March 2029 reported on a prudent basis.</li> <li>Regular conversations with DHLUC re Council's financial position.</li> <li>LGA to undertake a financial assurance review.</li> <li>Transformation programme in place.</li> <li>Financial Recovery Plan required to better inform how the Council</li> </ul>	4	4	16	ED/SB	Ongoing	<p>Council has received in-principle agreement to fund day to day costs through Exceptional Financial Support.</p> <p>EFS covers a total of £52.8m over two years, split: 24/25 - £20.8m 25/26 - £32.0m</p> <p>Council utilised £10m of EFS in 24/25, below the approved amount.</p> <p>Financial recovery plan to</p>	30/11/25

	for 2024/25 and 2025/26.				will achieve future sustainable budgets.						be put in place to limit Council exposure to EFS and repayment of borrowings to date.	

