

Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 1 – Period 01st April to 30th June 2013**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the first quarter of 2013/14 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2013-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board in relation to the Council's priority of Corporate Effectiveness and Business Efficiency i.e.:
- Financial Services
 - Human Resources & Organisational Development
 - ICT Infrastructure
 - Legal and Democracy
 - Policy & Performance
 - Catering, Stadium and Registration Services
 - Property Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-

Financial Management

- The draft Annual Governance Statement for 2012/13 was presented to the Business Efficiency Board on 26th June 2013 with the final version being presented to the Board in September for approval. The document provides a summary of the Council's governance arrangements, the governance issues facing the Council, and the action being taken to address those issues. The final document is signed by the Leader and Chief Executive and will be published alongside the Council's financial statements.
- The final accounts process for 2012/13 has been undertaken in the first quarter of the financial year. The draft Statement of Accounts was signed off by the Chief Finance Officer on Friday 28 June 2013 and passed to Grant Thornton on Monday 01 July 2013 for them to start the audit of the accounts. Findings of the audit will be reported to the Business Efficiency Board on Wednesday 18th September 2013.

- The 2012/13 outturn was reported to the Executive Board on 27 June 2013, net expenditure for the year was £0.5m under the approved budget. Capital spending for the year was £50.3m, which represented 87% delivery of the revised capital programme. This compares well to slippage of 20% which had been anticipated throughout the year.
- The updated capital programme covering the three years from 2013/14 was reported to the Executive Board on 27 June 2013. There is a planned capital expenditure of £55.9m in 2013/14, with the Mersey Gateway project and 3MG being responsible for over half of the approved capital budget.
- Following governance changes invoked through the Welfare Reform Act 2012 the Bedroom Tax and the Council Tax Support Scheme were brought in on schedule from the 01st April 2013. The Bedroom Tax has seen a corresponding reduction in Housing Benefit payments and the full effect on households will be seen when recovery action is taken by landlords.
- The introduction of the Council Tax Reduction Scheme has resulted in a reduction in support for non-pensioners of 21.55%. 6,000 households were billed for the first time and a further 3,000 households saw a reduction in their entitlement. As would be expected this has led to increased recovery activity during the first quarter period.
- The Discretionary Support Scheme was also brought in on schedule from the 02nd April 2013 and a report on the first quarter activities will be presented to the Corporate Services Policy & Performance Board (PBB) in July 2013. Turnaround times for applications are positive with Emergency Applications being dealt with on the day of application and Community Support applications dealt with within 2 working days.
- A new e-learning module is now available to access through the enable portal. The training covers the key points of the Bribery Act 2010 and how it affects employees, Councillors and the Council as a whole and provides an outline of how to report suspected acts of bribery.
- Following the Review of Policy, Performance and Communications & Marketing, new staffing structures were implemented on 28th April 2013. These are now operational and savings of £580,000 have been generated. The Efficiency Programme Office is currently drawing up Wave 5 of the Efficiency Programme.

Human Resources and Organisational Learning and Development

- All employees have been advised by letter of their individual position with regards to Pension Auto Enrolment. From 01st May 2013 all new employees and those that may meet the criteria as a result of a change in circumstances will be automatically entered into the Scheme and will have to elect to leave should they wish to do so.
- The Council is now meeting its legal duty to report real time tax information to Her Majesty's Revenue and Customs that involves reporting changes to employees pay on a monthly basis rather than at year-end. Additionally advice has been provided to schools as a result of changes to School Teachers Pay and Conditions which allow schools greater discretion to set their own pay and structures which will be aligned to relevant teaching standards.
- The Learning & Development Team are working closely with colleagues in Adults and Communities Directorate to respond to changes as a result of the Social Work Reform. In addition, they have supported five employees to obtain their social work degree.

ICT and Administration Support Services

- Considerable work has been undertaken during quarter 1 to transfer data to the new digital storage system and create a mirrored replica at Runcorn Town Hall which will eventually transfer to the new Data Centre at Picow Farm Road. Work is underway to kit out the centre with networking equipment and server space and it is expected that the Data Centre will become fully operational during autumn 2013. Additionally the Picow Farm Road Records Management Centre is now ready to be fitted out with additional racking and the related scanning and printing equipment.
- The upgrading of the Vault Enterprise Archiving System has continued with all users moving over to the system within the coming months. This will allow data to be retained centrally and redirected to avoid the need to retain data on individual personal devices thereby improving the Council's information governance and data security arrangements.
- Schools Wi-Fi installations are now underway for those schools with whom we have a Service Level Agreement. These chargeable upgrades are aimed at setting the platform for future service provision and the imminent curriculum requirement for mobile devices, such as tablets, within the classroom. Additionally a new Corporate and Schools Virtual Desktop environment has now been developed and deployed which will allow greater levels of security and mobile access.

Legal and Democratic Services

- New structures came into effect on 29th April which involved the creation of a new Communications, Marketing and Design Team and a Customer Intelligence Unit and a transfer of Print Services to the ICT and Administration Department. Work plans for the new teams are now being developed for the current financial year.

- Preparations for the introduction of Individual Voter Registration which will end reliance on registration through heads of household and is planned to be fully in place by late 2015. The Electoral Commission will be producing detailed guidance and templates during the transition period and whilst the local authority has primary responsibility for promoting registration the Commission and the Cabinet Office will also be undertaking activity in this area.
- Some clear statutory obligations underpin these activities. Electoral Registration Officers, who work within a set of detailed regulations, are under a general duty to promote participation in the electoral process. They, and the authorities they work for, are also required to have regard to the Public Sector Equality Duty [PSED]. In brief, this requires public authorities to have due regard to the need to eliminate unlawful discrimination, to advance equality of opportunity and to foster good relations between different groups, a framework which includes encouraging people with characteristics that are protected by the Equality Act to participate in public life.

Policy, Planning, and Transportation (Policy & Performance).

- Activities to support the implementation of the Government's Welfare Reform changes have been undertaken. This has included joining up partner organisation activities to improve customer signposting, and the production of an information leaflet focussing on key changes. This sits alongside a matrix which is part of an on-going exercise to map support available locally. This information has been distributed and published on websites, such as www3.halton.gov.uk/adviceandbenefits.
- Work has commenced on the Digital Economy and Inclusion Strategy around implementing the Go-On initiative (www.go-on.co.uk) in Halton linked to the Digital by Default (www.gov.uk/service-manual/digital-by-default) and Welfare Reform agendas.
- Halton has now linked into Cheshire Police Hate Crime scrutiny work and the Crown Prosecution Services Local Involvement and Scrutiny Panel. Two hate crime awareness sessions have been held for Catch 22 Youth Workers, with part of the wider awareness raising work already completed.
- Superfast Broadband roll out under the [Connecting Cheshire](#) project has commenced in Halton. Manor Park and Moore in Runcorn, together with Hale and Halebank (Widnes) will be the first areas to benefit from fibre broadband, with many other areas to follow over the project's delivery phase.
- A Procurement Strategy has been produced with the Procurement Team covering compliance with the [Public Services \(Social Value\) Act](#) and legislation. This was adopted by the Business Efficiency Board on 26th June 2013. A Social Value policy is also being developed for Halton staff.
- Policies and procedures for Community Right to Bid (Assets of Community Value) under the Localism Act have been produced and approved. The first live trial of these procedures is underway after a request from the Runcorn & District Historical Society for the vacant Egerton St. Library / Waterloo centre.

Catering, Stadium and Registration Services

- The Schools Meals Service has recently been re-inspected by Hospitality Assured, which is the industry's quality 'kite mark'. For the sixth consecutive year the Council's score has improved and the Inspector recommended that the service should also seek a Hospitality Assured Award and seek national recognition for its achievements.
- Recent improvements in the uptake of school meals in Secondary Schools have resulted in Halton being the third highest nationally and the Food Trust have requested that we be used as an exemplar of good practice.
- Both the Grange and Wade Deacon Schools have seen upgrades to kitchen facilities and it is commendable that staff worked through this to deliver an uninterrupted service to children.
- The School Meals service held its fourth Annual Awards ceremony at the Stadium which recognises individual and team efforts and was attended by over 150 staff.
- A new Stadium sponsor has been sourced which will be worth £100,000 over 3 year period with a possible extension of 2 years.
- Use of the Stadium facilities remains popular for example with Everton Ladies FC having agreed terms to play at the Stadium next year, an approach being made by a Manchester based American Football team and the UK Drum Corps having booked to host their National Finals later in the year.

Property Services

- The Operational team have now taken over the management of the Building Schools for the Future school construction projects at both Wade Deacon and The Grange. Both projects are nearing completion and are due to be finished by the end of September. The remaining works at both sites mainly consist of demolitions and external works.
- The demolition contracts have now been let for the former Fairfield high school buildings together with the Grange nursery, Infant and Junior school buildings, works will be completed at these sites by late Autumn.
- The demolition works which have been approved and let at a number of other surplus sites are on-going, the former Queens Arms Pub now having been completed, the completion of the works at other sites will follow on later in the year.
- The dilapidation claims for both Grosvenor House and the Corporate Training Centre have now both been resolved and finalised. The claims at Midwood House and 10 Turnstone should be finalised within the next couple of months. Kingsway House is the only rented accommodation currently within the Council's building portfolio.

3.0 Emerging Issues

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

Financial Management

- I. The Chancellor of the Exchequer published Government spending details covering the financial year 2015/16 on 26th June 2013. Funding for Local Government will be cut by £2.1bn which in real terms is a 10% reduction from 2014/15. There will be additional cuts to the Educational Services Grant and New Homes Bonus Grant, although details of how these will be delivered and the impact on Halton are still unknown.
- II. The Medium Term Financial Forecast will be continually updated as more details resulting from the spending review come to light. The forecast budget gap for 2014/15 is now £15.2m and a further gap of £28.6m for the following two years.
- III. From 15th July 2013 the total amount of benefits that a working age household is entitled to receive will be capped. In the short term, any benefit over the capped amount will be deducted from Housing Benefits payments. In the long term it will form part of the new Universal Credit system.
- IV. In Halton there are approximately 90 households who will be affected by the benefits cap. The Department for Works and Pensions (DWP) has written to these claimants a number of times asking them to make contact with an Advisor who can offer appropriate help and support. During quarter 2 the DWP will inform the council which claimants will be affected by the benefits cap and the amount of Housing Benefit reduction. Various seminars and presentations have been delivered to Elected Members regarding the Cap.
- V. Due to the local retention of Non-Domestic Rates from 01st April 2013, the amount of rates collected will have a significant impact on the Authority's finances in 2013/14 and in future financial years. Procedures have now been implemented to monitor the amount of rates available for retention by HBC.
- VI. Changes to the welfare system have continued to generate a high volume of enquiries and place heavy demands upon available resources. There has been a 35% increase in calls to the dedicated Council Tax and Benefits lines in the Contact Centre and response times have become extended as a result.

Human Resources and Organisational Development

- VII. Work has begun to understand the forthcoming changes to pensions from April 2014 and it is envisaged that this will also have a significant impact on how payroll is processed as the move to career average earnings is implemented.

ICT and Administration Support Services

VIII. ITC related work will progress across a number of areas during the coming year including:

- A new project has been initiated to deliver essential changes and enhancements to the Children's Services Aspect of the main Care First application – enabling greater levels of management reporting and client reporting.
- The USB device management/restriction, which is an essential aspect of our data governance and security strategy as an authority, will be further extended. It is understood the use of these devices can be beneficial to users but the security implications associated with the loss of such devices has to be acknowledged. As such as part of the Active Directory management process USB ports on all corporate devices will start to be locked down and restrict the use of certain devices.
- Enhancements to major systems such as CareFirst, Agresso and Revenues and Benefits will continue to be a priority together with the hundreds of other smaller applications supported by the technical and administrative teams.
- Trials of the next Microsoft and Apple Operating systems will be undertaken to determine the suitability of application deployment through the HBC Cloud rather than needing to deploy a standard desktop to a user thereby reducing future operating costs.

Legal and Democratic Services.

IX. Working with colleagues across the Merseyside region, consideration is being given to the development of a combined authority, which will continue to require substantial legal involvement as will the continued delivery of the Mersey Gateway Project.

Property Services

- X. The restructure of the Operational Division has now been agreed and we are progressing with implementing the proposed changes. The changes will come into effect on October 1st 2013 and will help deliver a £90,000 saving for 2014/15.
- XI. We have now started to look at income generation from our corporate building stock linked to the move to agile working which is having the effect of freeing up space. We are currently in discussions with other public sector partners with a view to them taking some space in Rutland House. This is an area that we will be increasingly focussing on in the future as there is an opportunity to generate a significant amount of income.

- XII. Proposed changes have recently been announced by Government in respect of the Carbon Reduction Commitment, Energy Efficiency Scheme (CRC), which if implemented will mean that Halton will fall below the threshold required to be included in the scheme from April 2014. This will potentially save the Council the £154,000 which was the cost for 2011/12.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements.

As such progress concerning the implementation of all high risk mitigation measures will be monitored in Quarter 2 and Quarter 4.

5.0 Progress Against High Priority Equality Actions

Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.




As a result the Board will receive further information following the completion of the Annual Equality Assessment which will be undertaken during Quarter 3.

6.0 Performance Overview

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

Financial Services

Key Objectives / milestones







Ref	Milestones	Q1 Progress
FS O1	Report Medium Term Financial Strategy to Executive Board November 2013.	
FS O3	Complete the Draft Abstract of Accounts for certification by Chief Financial Officer by 30th June 2013.	
	Publish the Abstract of Accounts by 30th September 2013.	

Supporting Commentary

The medium Term Financial Strategy remains on track to be reported as planned and the financial forecast is being regularly updated.

The Draft Abstract of Accounts was certified by the Chief Finance Officer on 28th June 2013 as planned. The Audit of the Statement of Accounts began on 01st July and at this stage publication remains as planned.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 05	Proportion of Council Tax that was due that was collected.	97.11	96.00+	28.52		
FS LI 06	The percentage of Business Rates which should have been received during the year that were received.	97.13	96.00+	30.31		
FS LI 10	Average time for processing new claims (Housing & Council Tax Benefit).	11.78	18	12.93		



Supporting Commentary

Although the collection of Council Tax is marginally down when compared to the same period last year (29.2%) this remains a significant achievement when considering the implementation of the new Council Tax Reduction Scheme and changes to empty property discounts which have both increased amounts payable by individuals.

The retrospective inclusion of 2 large assessments by the Valuation Office Agency in the Rating List has had a negative impact and collection is slightly down on last year's figure of 30.83% whilst the time taken to process new benefit claims remains positive and as expected.

Human Resources & Organisational Learning and Development

Key Objectives / milestones















Ref	Milestones	Q1 Progress
HRLD O1	To commence Real Time Tax information reporting to HMRC by June 2013 . To further enhance i-Trent system capabilities. March 2014	
HRLD O2	Promote and take forward the delivery of actions identified within the Corporate People's Plan. March 2014 Monitor & review implementation of revised Employee Development Review (EDR) process. December 2013	

Supporting Commentary

Real Time Tax information reporting has now commenced. The effects on those employees whose pay fluctuates, and who may also claim benefits, is being closely monitored to ensure that any negative impact upon individuals can as far as possible be minimised. Work is in-hand to further develop i-Trent with the provision of electronic payslips currently being explored.

The Organisational Staff Development Group continues to oversee the implementation of the Corporate People Plan and a report will be presented to Management Team in August and Corporate Services Policy and Performance Board in September providing an update on progress in year one i.e. to March 2013. In addition Employee Development Review documentation has now been simplified.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness.	10.06	8.5	2.63		
ODHR LI 05	% of training delegates attending as a proportion of places reserved.	88	85	91		
ODHR LI 06	The percentage of top 5% of earners that are:					
	a) women	55.04	50	55.77		
	b) From BME communities.	2.91	1.0	2.88		
	c) With a disability	0.65	5.0	0.61		
ODHR LI 07	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.36	7.50	1.34		
ODHR LI 08	Minority Ethnic community staff as % of total workforce.	0.89	1.00	0.91		









Supporting Commentary

Although subject to in-year variation sickness absence is marginally higher than last year's quarter 1 position of 2.22 days and this situation is being closely monitored.

There have been only marginal changes to the workforce profile when compared to the same period last year and at this stage it is unlikely that the ambitious targets that were set in relation to staff with a disability will be achieved. As will be appreciated the workforce profile is subject to a broad range of influences and HR practices will continue to be adopted that ensure equality of opportunity in employment.

ICT & Administrative Support

Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT 01	SharePoint and Records Management enhancement. March 2014	
	Continued Social Care Systems Service Support Programme. March 2014	
	Schools Cloud Services developments. September 2013	
	Interactive Web Services and further SharePoint integration. March 2014	
	Development of commercial ICT opportunity within desktop. Hosting and Disaster Recovery provision. March 2014	
ICT 02	Continued development of document management and distribution services. March 2014	
ICT 03	Deliver operational Records Management Unit services. August 2013	
ICT 04	Conduct and evaluate point of contact satisfaction survey for ICT & Support Services. March 2014	



Supporting Commentary







The SharePoint project continues to progress and will enable to delivery of the Records Management Unit as well as forming the base of the Electronic Social Care Record. There will also be a considerable focus of ICT resource to deliver necessary enhancements to Social Care systems support as specified by colleagues within the Children's Directorate.

Following successful trials of the new Cloud Desktop work will be undertaken to enhance the offering to Schools prior to the September term. Additionally developments of ICT commercial opportunities are continuing and the planning phase of a new internet delivery is underway.

Document Management and Distribution and Records management are now well progressed as discussed within the Key Developments section of this report and the undertaking of a satisfaction survey for ICT and support remains as planned.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99	99	99		



Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99	99	99		
ITC LI 04	% Of all responsive repairs completed within 2 working days.	92	80	95		
ITC L1 08	Average working days from order to completion of a new PC	9	10	9		

Supporting Commentary

Significant levels of performance continue to be achieved with regards to infrastructure and support and the deployment and maintenance of equipment.

Legal & Democracy





Key Objectives / milestones





Ref	Milestones	Q1 Progress
LD O1	Secure renewal of Lexcel & ISO Accreditation. January 2014	
LD O3	To ensure that all members have been given the opportunity of a having a MAP meeting March 2014	

Supporting Commentary

Internal audit work continues and reaccreditation is progressing as planned and Member meetings will continue to take place as we move throughout the year.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total)	46 (79%)	56 (100%)	50 (90%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7	10	7		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days)	15	20	15		
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		
LD LI 11	% who believe internal communications service has improved.	71	87	N/A	N/A	N/A
LD LI 15	% satisfaction with Inside Halton.	99	90	N/A	N/A	N/A


Supporting Commentary

All measures are showing positive levels of performance at quarter 1.

Satisfaction with inside Halton is determined via an annual survey. The current contract expires in December 2013 and a review of the magazine will be conducted during the summer months.

Policy & Performance

Key milestones






Ref	Milestones	Q1 Progress
PPT 04	Review the Sustainable Community strategy and monitor performance b-annually March 2014	

Supporting commentary

The review and refresh of the SCS monitoring arrangements has commenced and options are being developed in relation to improving the quality and capability of the Strategic Partnership the website.

Catering and Stadium Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE O2	Measure customer satisfaction with Stadium Community Services - January 2014.	
	Promote off peak opportunities at the start of each quarter to charitable and community organisations to utilise Stadium facilities at a reduced price - March 2014.	
CE O3	School Lunches - Deliver a promotion and educational campaign - September 2013 and January 2014.	
	Review and update the strategy and action plan to increase the uptake of free school meals - July 2013.	
	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - Sept 2013.	







Supporting Commentary





The methodology to be used to measure customer satisfaction is presently being considered and off-peak opportunities are proving popular with a number of local and national charities and will be extended further as we progress throughout the year.

A new School Food Plan will be published in July which encourages Headteachers to take an active role in promoting school meals and increasing uptake and schools are being encouraged to work with Catering Services to target those entitled to Free School Meals.

Additionally a number of initiatives are being pursued that will result in additional funding for healthy eating awareness initiatives that will be delivered by School Catering staff.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 01	No. of meals served versus hourly input of labour (Previously SH1).	9.85	10.00	9.62		
% Take up of free school meals to those who are eligible (Previously SH LI 8)						
CE LI 08	a) Primary Schools	77.46%	85%	77.83%		
CE LI 09	b) Secondary Schools	76.59%	75%	69.39%		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
	% Take up of school lunches (%) – (Previously NI52).					
CE LI 10	a) Primary Schools	51.71%	55%	48.44%		
CE LI 11	b) Secondary Schools	53.64%	55%	50.93%		
	Food cost per school meal (pence) - (Previously SH6a).					
CE LI 21	a) Primary Schools		76p			
CE LI 22	b) Secondary Schools		94p			



Supporting Commentary

Although the number of schools meals is subject to seasonal variation, as numbers fall in the spring / summer months costs remain positive and within expected limits.

The take up of meals, including Free School Meals, remains positive and as referred to earlier in this report the implementation of the new School Plan should have a positive impact upon this measure.

Property Services

Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP O1	Review accommodation in light of budget decisions by July 2013 .	
	Identify further property to be considered for sales and implement asset disposals by March 2014 .	

Supporting Commentary





The first phase of the accommodation review was completed as planned and further rationalisation / savings identified and being implemented.

The Council's long-term accommodation plan is to reduce the number of office bases to three i.e. Rutland House, Runcorn Town Hall and the Municipal Building and consequently a number of leases have not been renewed.

It is estimated that since 2011/12 the accommodation budget has been reduced by 46% from £2,696,380 to £1,436,721. To achieve these results, the Council has adopted a more modern and agile way of working, where it has been appropriate to do so, work stations rather than individual's own desks have been provided.

Executive Board have now approved recommendations for asset disposals and further sales which are now underway.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
DIS LI 01	Occupancy of HBC industrial units.	86%	85%	86%		
DIS LI 02	Occupancy of Widnes Market Hall.	92%	90%	92%		

Supporting Commentary

The current occupancy level of industrial units is variable with, for example, Seymour Court declining and currently operating at 53% and St Michaels' Industrial Estate operating at 100%. This is due to a number of factors including prevailing trading conditions and the age and condition of the Council's holdings.

Following a detailed review of the continued feasibility of maintaining such stock in March 2013 Executive Board approved the release of Seymour Court, subject to a reserve price, and this is currently being marketed.

Although marginally lower than the same period last year occupancy of the Market is currently ahead of target and we remain cautiously optimistic that trading activity will continue to strengthen during the remainder of the year.

7.0 Financial Summaries

FINANCE DEPARTMENT

Revenue Budget as at 30th June 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	7,372	1,681	1,619	62
Efficiency / Procurement Savings	-1,179	0	0	0
Supplies & Services	516	160	171	(11)
Other Premises	133	0	0	0
Agency Related	1	0	0	0
Insurances	1,686	850	843	7
Charitable Relief	120	0	0	0
Concessionary Travel	2,247	375	376	(1)
Capital Financing	6	2	3	(1)
Local Welfare Payments	650	8	8	0
Rent Allowances	52,960	12,669	12,669	0
Non HRA Rebates	49	12	12	0
Total Expenditure	64,561	15,757	15,701	56
<u>Income</u>				
Fees & Charges	-61	-24	-30	6
SLA to Schools	-763	-726	-725	(1)
	-169	0	0	0
NNDR Administration Grant				
Hsg Ben Administration Grant	-1,166	-292	-291	(1)
Rent Allowances	-52,370	-13,252	-13,252	0
Local Welfare Grant	-787	-787	-787	0
Reimbursements & Other Grants	-492	-195	-240	45
Liability Orders	-373	-206	-205	(1)
Non HRA Rent Rebates	-49	-17	-17	0
Transfer from Reserves	-286	0	0	0
Total Income	-56,516	-15,499	-15,547	48
Net Controllable Expenditure	8,045	258	154	104

<u>Recharges</u>				
Premises	422	106	106	0
Transport	67	17	14	3
Asset Charges	24	0	0	0
Central Support Service	2,838	712	712	0
Support Service Income	-7,464	-1,863	-1,863	0
Net Total Recharges	-4,113	-1,028	-1,031	3
Net Department Total	3,932	-770	-877	107

Comments on the above figures:

In overall terms spending is below the budget profile at the end of quarter one.

With regards to expenditure, employee costs are below the budget profile due to vacant posts that exist within the Procurement, Revenues and Benefits and Financial Management Divisions. The majority of these posts have now been filled and it is anticipated that the remaining vacant posts will be filled during the course of the year.

With regards to income, fees & charges are slightly above the budget which is a result of increased income generated from the sale of Concessionary Travel bus passes and blue badges. Reimbursements and Other Grants income is also in excess of the budget due to the receipt of a number of one-off Revenues and Benefits reform grants.

At this stage it is anticipated that spend will be within budget at the end of the financial year.

HUMAN RESOURCES DEPARTMENT

Revenue Budget as at 30th June 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	1,657	373	373	0
Employee Training	360	40	37	3
Supplies & Services	111	53	44	9
Capital Financing	1	0	1	(1)
Total Expenditure	2,129	466	455	11
Income				
Fees & Charges	-59	-48	-70	22
Reimbursements & Other Grants	-5	-1	-4	3
School SLA's	-390	-390	-391	1
Transfers from Reserves	-62	0	0	0
Total Income	-516	-439	-465	26
Net Operational Expenditure	-1,613	27	-10	37
Recharges				
Premises Support	72	18	18	0
Transport Recharges	16	4	4	0
Asset Charges	1	0	0	0
Central Support Recharges	505	126	126	0
Support Recharges Income	-2,207	-553	-553	0
Net Total Recharges	-1,613	-405	-405	0
Net Departmental Total	0	-378	-415	37

Comments on the above figures:

In overall terms, spending is slightly below the budget profile at the end of the first quarter.

With regards to income, fees and charges are above the budget profile which is due to charges made to Schools and Academies for the provision of additional HR support services.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

ICT AND SUPPORT SERVICES DEPARTMENT

Revenue Budget as at 30th June 2013

	Annual Budget	Budget to Date	Actual to Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	5,504	1,337	1,302	35
Supplies & Services	690	116	96	20
Computer Repairs & Software	537	89	83	6
Communications Costs	407	102	101	1
Other Premises	15	4	14	(10)
Capital Financing	130	52	44	8
Total Expenditure	7,283	1,700	1,640	60
<u>Income</u>				
Fees & Charges	-479	-70	-67	(3)
SLA to Schools	-209	-209	-196	(13)
	-40	0	0	0
Transfers from Reserves				
Total Income	-728	-279	-263	(16)
Net Controllable Expenditure	6,555	1,421	1,377	44
<u>Recharges</u>				
Premises	418	105	105	0
Transport	20	5	5	0
Asset Charges	1,646	0	0	0
Central Support Services	1,019	255	255	0
Support Service Income	-9,468	-2,367	-2,367	0
Net Total Recharges	-6,365	-2,002	-2,002	0
Net Department Total	190	-581	-625	44

Comments on the above figures

In overall terms spending is below the budget profile at the end of quarter one.

With regards to expenditure, employee related expenditure is lower than the budget profile due to increased staff turnover within the Admin Division.

Spend on supplies & services are also lower than the budget profile at the end of the quarter. This is a result of tighter budget controls being put in place with regards to the procurement of general equipment and furniture, stationery and printing services. At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

Capital Projects as at 30th June 2013

Capital Expenditure	2013/14 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,100	250	277	823
Net Expenditure	1,100	250	277	823

Comments on the above figures.

It is expected that the full capital allocation will be spent by the financial year end.

LEGAL & DEMOCRATIC SERVICES DEPARTMENT

Revenue Budget as at 30th June 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	1,927	451	423	28
Supplies & Services	353	106	104	2
Civic Catering & Functions	29	1	0	1
Legal Expenses	207	60	68	(8)
Capital Financing	0	0	2	(2)
Total Expenditure	2,516	618	597	21
Income				
Land Charges	-97	-24	-25	1
School SLA's	-48	-48	-67	19
License Income	-268	-67	-59	(8)
Other Income	-21	-5	-12	7
Transfers from Reserves	-19	-19	-19	0
Total Income	-453	-163	-182	19
Net Operational Expenditure	2,063	455	415	40
Recharges				
Premises Support	122	30	30	0
Transport Recharges	33	8	8	0
Asset Charges	19	0	0	0
Central Support Recharges	484	121	121	0
Support Recharges Income	-1,945	-486	-486	0
Net Total Recharges	-1,287	-327	-327	0
Net Departmental Total	776	128	88	40

Comments on the above figures:

In overall terms spending is below the budget profile at the end of the first quarter.

With regards to expenditure employee costs are lower than the budget profile due to vacant posts within the Legal team and Democratic Services team. Some of the posts will be filled during the course of the year and some will act as contributions towards the Department's 14/15 savings target. The in-year savings resulting from the vacant posts will act as contributions towards the Department's 2013/14 staff turnover savings target.

Legal costs are slightly in excess of the budget profile which is due to an increase in costs relating to child protection cases. Spend in this area will continue to be monitored closely throughout the remainder of the financial year.

With regards to income School SLA income is above the budget profile at the end of the quarter which is due to a good take up of the Legal Services SLA.

At this stage it is anticipated that overall net expenditure will be within budget by the end of the year.

POLICY, PLANNING & TRANSPORTATION DEPARTMENT

Revenue Budget as at 30th June 2013

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	5,066	1,189	1,181	8
Other Premises	247	60	50	10
Hired & Contracted Services	841	97	97	0
Supplies & Services	357	85	91	(6)
Street Lighting	1,793	230	230	0
Highways Maintenance	2,225	233	233	0
Bridges	96	24	24	0
Fleet Transport	1,234	285	285	0
Lease Car Contracts	638	398	398	0
Bus Support – Halton Hopper Tickets	173	33	33	0
Bus Support	531	133	130	3
Out of Borough Transport	51	9	7	2
Finance Charges	411	271	270	1
Grants to Voluntary Organisations	68	34	34	0
NRA Levy	62	15	15	0
Mersey Gateway	3,236	172	172	0
Total Expenditure	17,029	3,268	3,250	18
Income				
Sales	-503	-139	-144	5
Planning Fees	-506	-140	-201	61
Building Control Fees	-81	-20	-24	4
Other Fees & Charges	-290	-73	-71	(2)
Rents	-8	-2	-1	(1)
Grants & Reimbursements	-564	-81	-89	8
School SLAs	-39	-39	-44	5
Recharge to Capital	-3,238	-95	-95	0
	-968	-191	-191	0
Contribution from Reserves				
Total Income	-6,197	-780	-860	80
Net Controllable Expenditure	10,832	2,488	2,390	98
<u>Recharges</u>				
Premises Support	779	236	235	1
Transport Recharges	556	159	156	3
Asset Charges	7,431	0	0	0
Central Support Recharges	3,250	815	813	2
Departmental Support	445	0	0	0

Recharges				
Support Recharges Income – Transport	-4,813	-992	-988	(4)
Support Recharges Income – Non Transport	-2,412	-269	-268	(1)
Net Total Recharges	5,236	-51	-52	1
Net Departmental Total	16,068	2,437	2,338	99

Comments on the above figures:

In overall terms revenue spending at the end of quarter 1 is below budget profile. This is due to a number of expenditure and income budget areas.

Staffing is below budget due to vacancies in Risk Management, Planning and Highway Development. These cost centres are expecting to fill the vacancies as the year progresses. All other cost centres with employee budgets are fully staffed and therefore may not meet the staff turnover targets set for the year.

Other Premises is below budget to date mainly due to lower than expected utility bills within Logistics division.

Planning fees are currently above budget due a number of individual developments across the borough. These consist of one- off large fee applications which cannot be guaranteed in the future. Therefore, this favourable variance may not continue throughout the financial year.

Schools SLA income is above target in Risk Management due to higher than anticipated demand for the service for the year.

At this stage of the year it is anticipated that overall spend will be within the Departmental budget at the financial year-end.

POLICY, PLANNING & TRANSPORTATION

Capital Projects as at 30th June 2013

	2013/14 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Local Transport Plan				
Bridges & Highway Maintenance				
Bridge Assessment, Strengthening & Maintenance	3,060	400	400	2,660
Road Maintenance	1,715	400	401	1,314
	4,775	800	801	3,974
Total Bridge & Highway Maintenance				
Integrated Transport	725	25	25	700
	5,500	825	826	4,674
Total Local Transport Plan				
Halton Borough Council				
Early Land Acquisition Mersey Gateway	23,046	3,083	3,083	19,963
Development Costs Mersey Gateway	3,500	95	95	3,405
Street lighting – Structural Maintenance	105	0	0	105
Risk Management	118	0	0	118
Fleet Replacement	950	0	0	950
	27,719	3,178	3,178	24,541
Total Halton Borough Council				
<u>Grant Funded</u>				
Surface Water Management Grant	214	0	0	214
Mid Mersey Local Sustainable Transport	150	5	5	145
	364	5	5	359
Total Grant Funded				
<u>Local Pinch Point Fund</u>				
A558 Access Improvements	1,805	0	0	1,805
Total Local Pinch Point Fund	1,805	0	0	1,805
Total Capital Programme	35,388	4,008	4,009	31,379

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 30 June 2013

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	12,104	2,936	3,002	(66)
Other Premises	1,366	468	437	31
Supplies & Services	1,457	302	277	25
Book Fund	225	78	77	1
Promotional	264	66	42	24
Other Hired Services	1,021	108	109	(1)
Food Provisions	835	209	208	1
School Meals Food	1,660	235	226	9
Transport	55	14	12	2
Other Agency Costs	877	69	70	(1)
Waste Disposal Contracts	4,799	538	531	7
Leisure Management Contract	1,492	260	268	(8)
Grants To Voluntary Organisations	333	111	107	4
Grant To Norton Priory	222	111	112	(1)
Capital Financing	54	11	6	5
Total Spending	26,764	5,516	5,484	32
<u>Income</u>				
Sales Income	-2,174	-534	-499	(35)
School Meals Sales	-2,224	-17	-38	21
Fees & Charges Income	-2,655	-612	-581	(31)
Rents Income	-156	-30	-27	(3)
Government Grant Income	-111	-23	-23	0
Reimbursements & Other Grant Income	-443	-56	-70	14
Schools SLA Income	-278	-243	-235	(8)
Internal Fees Income	-104	-18	-25	7
School Meals Other Income	-2,265	-1,552	-1,559	7
Meals On Wheels	-218	-38	-41	3
Catering Fees	-173	-39	-8	(31)
Capital Salaries	-103	0	0	0
Transfers From Reserves	-62	0	0	0
Total Income	-10,966	-3,162	-3,106	(56)
Net Controllable Expenditure	15,798	2,354	2,378	(24)
<u>Recharges</u>				
Premises Support	1,491	340	340	0
Transport Recharges	2,233	241	246	(5)
Departmental Support Services	9	0	0	0
Central Support Services	3,119	842	842	0
Asset Charges	3,052	0	0	0
HBC Support Costs Income	-375	-374	-374	0
Net Total Recharges	9,529	1,049	1,054	(5)
Net Departmental Total	25,327	3,403	3,432	(29)

Comments on the above figures:

Net budget is £ 29,000 over budget profile at the end of the first quarter of the financial year.

Staffing expenditure is over budget profile by £ 66,000, primarily due to the quarterly savings target for premium pay of £ 64,100. Although there is still some spending on agency staffing this is much reduced from previous years and for Waste Management is within budget. With the exception of the Stadium and Leisure, all other employee budgets are under the budget profile and have helped contribute towards meeting some of the staff turnover savings target.

Other Premises and Supplies and Services expenditures are currently £ 55,000 under budget to date. The main reasons are very little advertising across the division, low repairs at the Stadium and Crematorium at this stage and some smaller budgets not yet utilised.

The Leisure contract is over budget profile and is expected to overspend by approximately £ 40,000 by year end. Negotiations will be pursued to address this budget pressure.

Income budgets across the Department continue to experience difficulty against targets with Sales, Fees & Charges and Internal Catering Fees currently underachieving. Income for Stadium executive suite hire, functions and catering are continuing to have difficulty meeting revised reduced targets. Trade Waste income has been hit with a fall in demand for both internal and external customer accounts.

School Meals budgets on food and income are both favourable at this stage. Food costs are under budget with meals and breaks income still achieving their targets due to certain items being very popular.

Waste disposal contract budgets have been affected by savings targets, therefore the large sums involved could put this budget in a precarious position. Invoices continue to arrive late and will be monitored closely.

It is expected that the Department will overspend by year end, mainly due to various income sources which have reduced gradually over the previous years.

Capital Projects as at 30 June 2013

	2013/14 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Stadium Minor Works	30	0	0	30
Children's Playground Equipment	81	1	1	80
Landfill Tax Credit Schemes	340	3	3	337
Arley Drive (Upton)	66	6	0	66
Crow Wood	13	3	0	13
Open Spaces Schemes	51	22	22	29
Runcorn Cemetery Extension	9	0	0	9
Litter Bins	20	0	0	20
Cremators At Widnes Crematorium	350	0	0	350
Runcorn Busway Works For Gas Powered Buses	30	30	30	0
	990	65	56	934

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30 JUNE 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	4,337	1,074	1,106	(32)
Repairs & Maintenance	2511	873	868	5
Energy & Water Costs	673	156	147	9
NNDR	695	625	626	(1)
Rents	404	180	177	3
Marketing Programme	77	9	6	3
Promotions	60	9	1	8
Supplies & Services	1,312	281	255	26
Capital Financing	9	2	2	0
Agency Related Payments	176	35	35	0
Total Expenditure	10,254	3,244	3,223	21
Fees & Charges	-453	-118	-118	0
Rent - Markets	-750	-164	-164	0
Rent - Industrial	-1,028	-264	-227	(37)
Rent – Commercial	-568	-137	-130	(7)
Government Grant Income	-1,147	-251	-251	0
Transfer from Reserves	-142	-35	-35	0
Recharges to Capital	-444	-36	-20	(16)
Reimbursements & Other Grant Income	-688	-155	-155	0
Schools SLA Income	-556	-254	-254	0
Total Income	-5776	-1,414	-1,354	(60)
NET OPERATIONAL BUDGET	4,478	1,830	1,869	(39)
Premises Support Costs	1,498	401	401	0
Transport Support Costs	38	5	5	0
Central Support Service Costs	1,709	419	419	0
Asset Rental Support Costs	2,390	0	0	0
Repairs & Maintenance Recharge Income	-2,185	-546	-546	0
Accommodation Recharge Income	-2,759	-690	-690	0
Central Supp. Service Rech Income	-1,661	-415	-415	0
Total Recharges	-970	-826	-826	0
Net Expenditure	3,508	1,004	1,043	(39)

Expenditure for Employees is above budget as staff savings targets are not being achieved. This is due to an insufficient level of staff turnover compared to staff savings across the department.

In order to ease budget pressures only necessary spending on supplies and services has occurred in year.

The adverse variances relating to property income have continued as of the seven Industrial Estates, five are currently on target to achieve the budgeted rental income. However, there remains a shortfall in income on Seymour Court and contingency plans are in place for 2014/15 budgets. During 13/14 we are also seeing a steady decline in rental income on Moor Lane Business Centre as the tenants gradually vacate the units in year as a result of the closure of the Business Centre.

Although the team are working on various Capital Projects, we are showing a shortfall in Capital Salaries income at quarter 1 as we are unable to recharge the salary costs back to Capital Projects (due to restrictions on the allowable recharges to Capital Salaries).




In overall terms it is anticipated that net expenditure will be above the overall Departmental budget by year-end, primarily as a result of the shortfalls in income outlined above. Steps will therefore need to be taken where possible to reduce expenditure to offset the shortfalls in income.

ECONOMY ENTERPRISE & PROPERTY CAPITAL PROJECTS

	2013/14 Capital Allocation £'000	Allocation To Date £000's	Expenditure to Date £'000	Variance to Date (overspend) £'000
Economy, Enterprise & Property Dep't				
Castlefields Regeneration	827	50	15	35
3MG	5,695	1,424	1,532	(108)
Widnes Waterfront	488	0	0	0
The Hive	214	108	88	20
Decontamination of Land	155	39	28	11
Daresbury SciTech Scheme	3,937	400	386	14
Queens Arms	69	2	2	0
HBT Bus Park	71	71	71	0
Former Fairfield Site Demolition	450	1	1	0
Fairfield High Site - Contingency Costs	50	0	0	0
Disability Discrimination Act/Disabled Access	150	15	15	0
Total	12,106	2,110	2,138	(28)




8.0 Explanation for use of symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

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

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