

## Corporate Policy and Performance Board– Priority Based Monitoring Report

Reporting Period: **Quarter 1 – Period 01<sup>st</sup> April 2015 to 30<sup>th</sup> June 2015**

### 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 2015/16 for service areas within the remit of the Corporate Policy and Performance Board.
- 1.2. Key priorities for development or improvement in 2015-18 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, Policy, Performance and Efficiency
  - ICT Infrastructure
  - Legal and Democracy
  - 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:-

#### *Finance*

- The final accounts process for 2014/15 has been underway during the quarter. The draft Statement of Accounts was signed off by the Chief Finance Officer on Tuesday 30 June and passed to Grant Thornton UK LLP on the same day for them to start the audit of the accounts. Findings of the audit will be reported to the Business Efficiency Board on 23 September 2015.
- The 2014/15 outturn was reported to the Executive Board on 2 July 2015. Net expenditure for the year was £0.2m under the approved budget of £108.2m. Capital spending for the year was £32.1m, which represented 75% delivery of the revised capital programme budget. There was slippage during the year to some of the larger capital projects which has been rolled forward to the current financial year.
- It is mandatory for all local authority maintained schools to complete the Schools Financial Value Standard (SFVS) and submit it to the local authority by 31 March each year. The SFVS comprises a series of questions to enable governing bodies and management committees to satisfy themselves of the robustness of the controls in place at their schools.

- All the schools in Halton submitted the returns for 2014/15 to Internal Audit. The self-assessments provide the Council with assurance over the standard of financial management in schools. The information provided also helps to inform Internal Audit's planning process and its programme of school audits.
- The Council has recently signed up to a service operated by CIFAS (the UK's Fraud Prevention Service) that will add a layer of protection from financial crime for 230 individuals for whom the Council acts as corporate appointee or deputy. The service provides extra checks on any financial applications made in the individual's name, either to confirm that the application is genuine or to stop attempts to defraud the individual.
- The Council recently established contempt of court in committal proceedings regarding a fraudulent insurance claim. The judge held that the contents of the claimant's particulars of claim and witness statement were false and concluded that the claimant's false account was intended to interfere with the course of justice. The claimant was sentenced to six months in prison and the case has attracted considerable publicity in the national media.
- The Council has recently undergone an inspection by BACS and has received accreditation to operate as a BACS Approved Bureau (Commercial Bureau). This will allow the Council the opportunity to generate additional income by undertaking BACS processing for other organisations in a similar way to those arrangements that are already in place for the Mersey Gateway Crossings Board.
- The Single Fraud Investigation Service rollout is now gathering momentum, and on 7<sup>th</sup> July 2015 the Department for Work and Pensions (DWP) are holding a migration and service provision workshop at Halton. At this workshop the DWP will be informing us of the tasks we need to complete up to 01<sup>st</sup> September 2015 when staff will transfer to SFIS. In addition DWP will be outlining our role following September 2015 in terms of providing them with ongoing information for their investigations.
- The effects of the implementation of Council Tax reform continues to have an impact and the increased levels of recovery activity experienced last year continue.
- Changes to both Adult Social Care and the introduction of the charges for garden waste collection have had a considerable impact upon Customer Services and the Contact Centre.
- Publicity for the Garden Waste scheme started in early May and the scheme commenced on 1<sup>st</sup> June 2015. In the first 2 months of the scheme being publicised there was a significant increase in Waste Management enquiries in both the One Stop Shops and the Contact Centre. One Stop Shop and online queries generated 2519 Waste Management enquiries in May and June 2015, an increase of 362% compared to the same two months last year. Contact Centre advisors handled 3828 enquiries in total which was an increase of 84% from the previous year. 13,700 green waste subscriptions had been sold by the end of June, generating income of £352,310, without any increase in staff resources.
- Final Testing of the new Contact Centre system took place during the quarter. The system is now working well and training of the advisors will be rolled out during quarter 2 with a target go-live date of 31<sup>st</sup> August 2015. Once the new system is in place it is intended to develop a Web Chat facility, which will offer customers an alternative method of contacting the Council and should help to reduce current waiting times for the Contact Centre

### *Human Resources, Policy, Performance and Efficiency*

- On 1<sup>st</sup> July 2015, a number of services come together into a new division under single manager. The Policy, People, Performance & Efficiency Division now encompasses the HR, Payroll and Learning & Development functions, along with the corporate Policy & Strategy team, the corporate Performance & Improvement team, and the Efficiency Programme Office. This change has enabled sustainable revenue savings as a result of streamlining the management structure, along with an opportunity to exploit synergies between the service areas and generate more effective cross-discipline working.
- Improved HR processes have been developed, with new electronic processes to request changes to the staffing establishment, and to advertise posts, having been tested during the reporting period and confirmed for implementation on 1<sup>st</sup> August 2015. This will reduce bureaucracy and use of paper documentation whilst at the same time increase accuracy, response times, and the audit trail.
- During the period Learning and Development activity has seen the commencement of the ILM Coaching programme commence and 10 delegates successfully completing the ILM Level 3 in Leadership and Management. Various courses have also been delivered including Conflict Resolution training being delivered to Ormiston Bolingbroke Academy and Team Building Sessions to the Complex Care Team (Adult Social Care) as well as support to newly appointed Library Managers.
- During the reporting period, the Review of Library Services was completed, with a new structure implemented on 13<sup>th</sup> April 2015. The new service model and structure has become well established at an early stage, with sustainable revenue savings of £400,000 having been achieved as a result.

### *ICT and Administration Support Services*

- Work continues in relation to the provision of shared services with a neighbouring Authority and the provision of a Records Management facility and the installation of some minor local procedural requirements to the Agresso system.
- Following a minor management restructure of the department the Administration Service and the Business Analysis Teams have been brought together to secure further financial savings.
- The Council has successfully complied with ICT security audit requirements for a further 12 months.

### *Legal and Democratic Services*

- The parliamentary elections were conducted successfully in May and the revised Council Constitution was approved in April this year.
- Significant work has been carried out in the promotion of the foster care service. The marketing activity related to this service has for a number of years been provided by an external consultant. This arrangement has now ceased with the Communications, Design and Marketing team now responsible for the development and implementation of a marketing strategy for the recruitment and retention of foster carers.
- The first activity has been in relation to Foster Care Fortnight, where the theme of 'planting a seed of an idea' was used to encourage discussions about becoming a foster carer. Promotions over the fortnight took place in local shopping centres, at Rivendell Garden Centre and in Silver Blades, Widnes. There was also a pro-active social media campaign. The campaign delivered 391 visits to the site over the fortnight (this total is 3x the average monthly number of visitors to the site). Social media reached 166,284 users.

## *Catering, Stadium and Registration Services*

### ➤ The Stadium

- The Rugby Football League have chosen The Stadium as the venue to host the Kingston Press Finals which will see three finals held here on October 4.
- A new tenant, Apollo Bet have moved into Box 1
- A recent Thai Night held in The Marquee had over 400 attendees
- Management have forged a close link with Conway Council with reference to holding a Pop Concert at The Stadium
- Numerous parties and weddings
- A new CCTV system has been introduced at The Stadium

### ➤ Widnes Town FC fixtures will be announced shortly, with approx. 20 home games between August 2015 & April 2016 (our quiet period).

### ➤ Civic Catering

The catering on whole has been steady some good evening functions The Marquee suite 2<sup>nd</sup> May we hosted the Rotary club dinner for 500 people.

Match day catering has been really good the New Halton Suite has been a great success with the Match day carvery proving very popular. I think we can build on this as we have had really positive comments.

#### Municipal Building coffee shop

We have introduced slimming world recipes, more salads and Jacket potatoes' Vegetarian and gluten free Sandwiches as requested by the customers.

#### The Brindley coffee shop

This café is always busy, probably the busiest it has ever been, the coffee shop is full during the day and then in the evening they have started doing pre show meals for the cast, we are looking to roll this out to customers before the show/events.

#### Halton Lea café Bar

We have a lot of repeat customers who are visiting the library, this library is probably the busiest, we have increased business here by offering the service to the Police and local Solicitors who pre-order food and drinks on a regular basis.

#### Runcorn Town Hall

Has a lot of meeting with the CCG a high profile building that' requires a person there for meetings but the tea room is quiet mainly due to staff not wanting to come over from the offices, we are looking to introduce a trolley service initially for two days a week.

#### Victoria Park coffee shop

This time of the year is always good, most Sundays we have a band that perform on the band stand which have proved to be very popular, we now have the "Saturday Run" every Saturday that has attracted very large numbers of both serious and fun runners. The Mini Fun Fair will be arriving in the park in the next few weeks.

### Naughton Fields

A new venture we have taking on after been approached by Halton Housing Trust. We operate the Bistro where we do a selection of meals, afternoon tea, and most popular a roast dinner on a Sunday which is very popular. We are looking into a high tea to run alongside the bingo nights with a food offer such as fish and chip supper or hot pot supper.

#### ➤ School Meals

##### School meals price

The school meals price increased to £2.40 on the 1st April 2015 it was expected that there could be a significant reduction in the numbers of meals served, however, the decrease in numbers having meals is difficult to assess as numbers generally reduce due in the Summer term as the pupils prefer to bring a packed lunch

##### Salad Bar Option

A salad bar is daily available in all primaries to try and increase the consumption of fruit and vegetables

##### High school staffing restructure

Negotiations are continuing to take place with HR, Unions and catering staff to arrange an increase in permanent hours

This increase in hours is required due to the increased volumes of sales in the high schools

##### Universal Infant Free School Meals (UIFSM)

The new UIFSM have been very well received, Halton has one of the highest uptakes across the Country with a higher than anticipated uptake of 88%.

#### ➤ Registration Service

The Registration Service has achieved several developments during quarter 1, which include:

- Selling over 60% of the Exhibitor space for the February 2016 Wedding Fayre. Exceeding both Regional and National Targets for timely Registrations.
- Implementing the changes to Marriage and Civil Partnership preliminaries following the 2014 Immigration Act.
- Delivering a training course on the Human Fertilisation and Embryology Act as part of our commitment to the Merseyside Registration Training Group.
- Additionally bespoke training has been provided to Medical Directors and Students at Halton Haven Hospice; relating to the completion of Medical Cause of Death Certificates.
- Attending a briefing by HM Coroner for Cheshire - on the Coroners and Justice Act and the Deprivation of Liberty safe Guarding Orders under the Mental Capacity Act.
- Reviewing the requirements for the correct and lawful completion of Medical Cause of Death Certificates and have communicated this to each Medical Practice within the Borough.
- Updating the Halton Bereavement Guide which is now also available as an e-book on our website.
- The four Registrars have been enrolled on the Registrar Generals National Qualification and are making good progress.

### 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*

- a. Work is underway to update the Medium Term Financial Strategy. The Budget Working Group reconvened during the quarter to consider how the forecast budget gap for 2016/17 will be met. Directorates are being asked, with support from the Financial Management Division, to identifying budget savings proposals which will be considered by Members during the second quarter.
- b. The Chancellor announced his Summer budget on 8 July 2015, which included confirmation that the Public Health grant allocations for 2015/16 would be reduced by £200m. It is not yet know how the reductions will be applied to individual councils although the Department of Health will issue a consultation to gain views on the options available.
- c. The Chancellor also announced there would be a slight change of pace to public spending cuts over the medium term. Local government funding reductions of £20bn in total would be phased over three, rather than two years from 2016/17 to 2018/19. The detailed implications of this reduction in government grant allocation for individual councils will not be known until the outcome of the Comprehensive Spending Review is announced in the Autumn 2015.
- d. Three unsuccessful attempts have been made by fraudsters to obtain payments of over £137,000 by using counterfeit Halton Borough Council cheques. All three incidents have been reported to the Council's bank and to Action Fraud for further investigation.
- e. A project will commence shortly to implement the Income Manager module of the Agresso system. The module will provide the Council with improved online payments functionality and deliver revenue savings through lower support and maintenance costs. It is anticipated that the system will go live before the end of the 2015/16 financial year.
- f. We are now in the third year since the changes made to the level of unoccupied property discounts and the replacement of Council Tax Benefit with the Council Tax Reduction Scheme (CTRS) in April 2013. The increased amount to be collected has significantly impacted on collection rates. Collection from CTRS claimants, who have limited finances, is likely to be impacted if they still have arrears from previous years as well as new-year liability.
- g. The demands upon the Welfare Rights Team are expected to increase further as welfare reform both escalates and continues to impact. Whilst the core values and priorities of the team will remain unchanged, the methods of service delivery are to be examined to meet the growing demands for assistance. The priorities attached to the key activities within the teams expertise are to be re-examined. It will be essential in the forthcoming period to keep the team upskilled to meet the challenges presented by the impact of multiple reforms

#### *Human Resources, Policy, Performance and Efficiency*

- h. The announcement in the government's Emergency Budget around the planned introduction of the 'National Living Wage' will provide the whole team with a number of considerations. The Division is extracting and assembling data to enable a number of scenarios to be produced for consideration.

- i. The first year of the revised Local Government Pension Scheme has now passed. The Division is working with Cheshire Pension Fund to ensure that all appropriate system interfaces are in place to process employee enquiries in the most efficient and effective way, and to enable the calculation of benefits under multiple schemes.
- j. A Stress Risk Management survey has been undertaken based on the Health & Safety Executive (HSE) Management Standards. This is to ensure that any risks from work related stress are being effectively managed and controlled. as a result of the survey a review of existing training is being undertaken to ensure that it provides effective support to managers and staff.

#### *ICT and Administration Support Services*

- k. The next stage of the Council's ICT Cloud based strategy will look at the Desktop solution that is currently in place which utilises laptop devices for all users. A process to install low cost yet high performance terminal devices to non-mobile users will begin and this will help to reduce the cost base further.
- l. Further work will be undertaken to deploy the most effective solution for mobile users and the use of the virtual desktop will be stepped up as we move forward in the current financial year. The closure of a hardware tender in July will allow this development to move forward quickly in line with project objectives.

#### *Legal and Democratic Services*

- m. With considerable legal support having already been given to the Daresbury project, it is anticipated that the team will continue to be heavily involved in the coming months. This applies equally to the Runcorn Town Centre Development.

#### *Property Services*

- n. Rationalisation of our corporate accommodation has continued over the period. Works have been carried out at Kingsway House in order to create additional workstations at 2nd floor level. The Police are nearing completion of the John Briggs House refurbishment in order to turn this into their new Police Station; they are due to vacate the old Police Station w/c 20th July. We were due to commence with the demolition of the existing buildings immediately on vacation however an application has been submitted to Historic England to have the Magistrates Court listed as such until the outcome of that has been determined everything is on hold.

### **4.0 Risk Control Measures**

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2014 – 15 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures will be monitored in Quarter 2.

## 5.0 High Priority Equality Actions

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

The Council's latest annual progress report in relation to the achievement of its equality objectives was published on the Council website during quarter 4 and is available via:




[http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality\\_-\\_objectives\\_progress\\_report\\_-\\_April\\_2013.pdf](http://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/Equality_-_objectives_progress_report_-_April_2013.pdf)

## 6.0 Performance Overview

6.1 The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas relevant to the remit of the Board:

### Financial Management





#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board, <b>November 2015</b> .	
FS 03	Complete the Draft Statement of Accounts for certification by Chief Financial Officer <b>by 30<sup>th</sup> June 2015</b> .	
FS 03	Publish the Statement of Accounts <b>by 30<sup>th</sup> September 2015</b> .	



#### Supporting Commentary

On target to report the Medium Term Financial Strategy to Executive Board in November 2015. The 2014-15 Statement of Accounts was certified as planned and this has been shared with the Council's external Auditor and the Audit of the Statement of Accounts has commenced

#### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.47%	94.75%+	28.63%		
FS LI 05	The percentage of Business Rates which should have	97.04%	95.00%+	28.90%		



Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
	been received during the year that were received.					
FS LI 07	Average time for processing new claims (Housing & Council Tax Benefit).	14.42	20	18.99		



### Supporting Commentary

Both Council Tax and Business Rates collection are slightly down when compared to the same time last year by 0.02% and 0.87% respectively.

Processing times have increased by 5.55 days compared with same point last year but still well within target. This is due to a high volume of work resulting from ATLAS.

### Human Resources & Organisational Development

### Key Objectives / milestones





Ref	Milestones	Q1 Progress
HRLD 01	On-going enhancements to i-Trent system capabilities <b>March 2016</b>	
HRLD 02	Promote and take forward the delivery of actions identified within Corporate People Plan <b>March 2016</b> .	











### Supporting Commentary

Developments to the i-Trent system will link into service improvement projects to be drawn up and implemented following creation of the new Policy, People, Performance, & Efficiency Division.

On-going learning and development continues to be provided for employees with new courses, post entry training courses and E-Learning modules being offered.

### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
HRLD LI 01	The number of working days / shifts lost due to sickness (Corporate).	10.44	10	2.33		
HRLD LI 04	% of training delegates attending as proportion of places reserved.	99	90	89		

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
HRLD LI 05 <sup>1</sup>	The percentage of top 5% of earners that are:					
	a) Women	55.62	50	54.71		
	b) From BME communities.	1.85	1.5	1.80		
	c) With a disability.	0.71	8.0	0.73		
HRLD LI 06	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.44	10.0	1.26		
HRLD LI 07	Minority of Ethnic Community staff as a percentage of the total workforce.	1.22	1.0	1.23		







### Supporting Commentary

Sickness absence is subject to change as it is cumulative throughout the year. Quarter 1 outturn shows a reduction over same period in 2014/15 (2.78 days).





Remaining measures are showing some minor variation when compared to the same period last year as would be expected.

### ICT Infrastructure

### Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT 01	Continued Enhancement of the virtualization platform to enhanced or new technologies, <b>March 2016</b> .	
ICT 01	Further development of Cloud Services Platform, <b>March 2016</b> .	
ICT 01	SharePoint and Records Management enhancements <b>March 2016</b> .	
ICT 01	Continued Social Care Systems Service Support Programme <b>March 2016</b> .	
ICT 01	OC and Desktop OS Replacement Programme <b>March 2016</b> .	
ICT 01	Continued Lync Enhancement Programme <b>March 2016</b> .	

<sup>1</sup> The performance targets for these measures take account of local demographic profiles.

ICT 01	Interactive Web Services Enhancement and further SharePoint Integration <b>March 2016.</b>	
ICT 01	Further development of commercial ICT opportunity within desktop, hosting and DR provision <b>March 2016.</b>	
ICT 02	Continued development of document management and distribution services - <b>March 2015.</b>	
ICT 04	Conduct & Evaluate point of contact Satisfaction survey for ICT & Support Services - <b>March 2015.</b>	

### Supporting Commentary

With one exception all objectives are progressing as planned.

With the plan to develop not only the corporate server farms through the procurement of new hardware technologies and the opportunity to now rollout Virtual Desktop facilities to all users the programme of work to develop the Halton Cloud Facility has taken a major step forward. With the Project to finish March 2016.

SharePoint undertook a major upgrade to the latest version of the software solution just over a month ago – this seamless upgrade will allow changes to the user interface simplifying access and improving the facilities available. This will be an ongoing project with updates reviewed throughout the year.

Lync 2013 is currently under review and deployed across a number of trial users, the license implication and the associated costs are currently under review and updates will take place as part of this report. Deployment is envisaged to take place in line with the delivery of the full corporate Virtual desktop deployment.



The deployment of the Agresso Income Manager Module within HBC is now underway, this will enable the delivery of enhanced web based payment modules and further enhancements to the facilities currently available.





The department continues to develop this opportunity, through provision to schools, partners and commercial clients with some success. The enhancements to the Records Management Facility and the Virtual Desktop environment will only enhance this opportunity.

The records Management Unit is constantly developing its facilities – the delivery of the e-Retrieve solution based upon SharePoint has been developed in-house to enable the facility to offer online document retrieval and requests for physical data sets.

Due to other pressures and resource availability the satisfaction survey was not completed and will be scheduled for Q4 2015/16. Together with the development of the new desktop facilities it was thought this review would be better placed to be issued following this major deployment and change.

### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	99	99	99		


Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 4	% Of all responsive repairs completed within 2 working days.	86	80	83		
ICT LI 8	Average working days from order to completion of a new PC.	5	10	9		

### Supporting Commentary

An issue with the authorities existing centralised storage at the start of July caused downtime with the corporate facilities, this was quickly rectified within 7 hours but only 3 business hours causing some minor disruption to Agresso, SharePoint and the Intranet – arrangements are in place to monitor this issue until the data associated can be moved over to the new VPLEX facility towards the end of July. As always we endeavour to maximise the ROI on all equipment in place and it is timely that the new facility is now only a matter of weeks away before it is fully operational.

### Legal & Democracy





### Key Objectives / milestones

Ref	Milestones	Q1 Progress
LD 02	To ensure that all members have been given the opportunity of a having a MAP meeting.	

### Supporting Commentary

MAP meetings are continually taking place throughout the calendar year.

### Key Performance Indicators



Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 04	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	7		
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		

### Supporting Commentary

Indicators are currently on target and levels of performance are being maintained.

### Catering, Stadium & Registration Services

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 2	Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2016/17). <b>January 2016</b>	
CE 3	Deliver a promotion and educational campaign (AOF 1) <b>September 2015 and January 2016</b>	

### Supporting Commentary











#### CE 2



All relevant areas have/are scrutinised and adjustments made as required.

#### CE 3

A full promotional campaign, including Parent leaflets, school visits and a full media campaign have been organised for September.

#### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 1	No. of meals served versus hourly input of labour (Previously SH1).	10.80	10.00	10.06		
The percentage (%) take up of free school meals to those who are eligible:						
CE LI 6	Primary Schools					
CE LI 7	Secondary Schools	77.1%	75%	82.1%		
Take up of school lunches (Previously NI 52 a & b):						
CE LI 8	Primary Schools	60.8%	65%	59.2%		
CE LI 9	Secondary Schools	54.95%	57%	56.2%		
Food cost per school meal (pence):						
CE LI 14	Primary Schools	71p	78p	74p		

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 15	Secondary Schools	£1.01	95p	97p		

### Supporting Commentary

#### CE LI 1

This figure is very encouraging at this time of year, it is anticipated that the annual target will be exceeded.

#### CE LI 6 & 7

The new Universal Free School Meal initiative has helped increase the overall uptake figure.

#### CE LI 8

Although this figure is slightly down on previous it is anticipated that the annual target will be exceeded.

#### CE LI 9





There has been a slight increase since the last report, it is hoped this improvement will continue.

#### CE LI 14 & 15

Food cost figures are encouraging, the new Chalkers contract has helped in reducing the cost.

### Property Services

### Key Performance Indicators

Ref	Measure	14 / 15 Actual	15 / 16 Target	Q1 Actual	Q1 Progress	Direction of travel
CED060	Occupancy of HBC industrial Units	89%	90%	90%		
CED061	Occupancy of Widnes Market Hall	85%	95%	82%		

### Supporting Commentary

#### CED060

Occupancy levels remain high with 100% occupancy at Oldgate and Marshgate Industrial Estates

#### CED061

Compared to last year The number of applications to start trading has declined. Five new traders have started trading but ten traders have left. Many of these have only traded for a month or two. Three businesses have changed ownership and it is hoped this will ensure their long-term sustainability. The economic recession continues to affect retailers along with competition from supermarkets, out-of-town shopping centres and online shopping.

## 7.0 Financial Summaries

### FINANCE DEPARTMENT

#### Revenue Budget as at 30<sup>th</sup> June 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	7,349	1,781	1,659	122
Supplies & Services	515	242	241	1
Other Premises	86	60	60	0
Insurances	1,614	859	853	6
Concessionary Travel	2,127	532	532	0
Rent Allowances	56,000	11,892	11,892	0
Non HRA Rebates	66	14	14	0
Discretionary Housing Payments	387	72	72	0
Local Welfare Payments	150	21	21	0
<b>Total Expenditure</b>	<b>68,294</b>	<b>15,473</b>	<b>15,344</b>	<b>129</b>
<b><u>Income</u></b>				
Fees & Charges	-318	-28	-36	8
SLA to Schools	-798	-798	-747	(51)
NNDR Administration Grant	-166	0	0	0
Hsg Ben Administration Grant	-782	-195	-195	0
Council Tax Admin Grant	-208	-208	-207	(1)
Rent Allowances	-55,600	-13,900	-13,895	(5)
Clerical Error Recoveries	-398	-133	-133	0
Non HRA Rent Rebates	-66	-18	-18	0
Discretionary Housing Payments Grant	-387	-115	-115	0
Reimbursements & Other Grants	-185	-36	-171	135
Liability Orders	-421	-243	-243	0
Transfer from Reserves	-745	0	0	0
<b>Total Income</b>	<b>-60,074</b>	<b>-15,674</b>	<b>-15,760</b>	<b>86</b>
<b>Net Controllable Expenditure</b>	<b>8,220</b>	<b>-201</b>	<b>-416</b>	<b>215</b>
<b><u>Recharges</u></b>				
Premises	399	100	100	0
Transport	24	6	6	0
Asset Charges	19	0	0	0
Central Support Services	3,546	886	886	0
Support Services Income	-7,540	-1,885	-1,885	0
<b>Net Total Recharges</b>	<b>-3,552</b>	<b>-893</b>	<b>-893</b>	<b>0</b>
<b>Net Department Total</b>	<b>4,668</b>	<b>-1,094</b>	<b>-1,309</b>	<b>215</b>

**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 Revenues and Benefits Division and the Procurement Division. Revenues and Benefits has recently undergone a restructure and a number of Revenues and Benefits officer posts are currently being recruited to, in order to support the ongoing Benefits Reform programme. Other vacant posts within the Finance Department will act as contributions towards the Department meeting the 2015/16 staff turnover savings target.

With regards to income, SLA to Schools income is lower than the budget estimate which is due to a lower than expected take-up of the Procurement SLA.

Reimbursements & Other Grant Income is in excess of the budget profile due to the receipt of a number of one-off Revenues and Benefits new burden 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 30<sup>th</sup> June 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><i>Expenditure</i></b>				
Employees	1,572	368	370	(2)
Employee Training	133	9	9	0
Supplies & Services	118	25	26	(1)
<b>Total Expenditure</b>	<b>1,823</b>	<b>402</b>	<b>405</b>	<b>(3)</b>
<b><i>Income</i></b>				
Fees & Charges	-43	-43	-65	22
School SLA's	-406	-383	-383	0
<b>Total Income</b>	<b>-449</b>	<b>-426</b>	<b>-448</b>	<b>22</b>
<b>Net Operational Expenditure</b>	<b>1,374</b>	<b>-24</b>	<b>-43</b>	<b>19</b>
<b><u>Recharges</u></b>				
Premises Support	61	15	15	0
Transport Recharges	5	1	1	0
Central Support Recharges	531	133	133	0
Support Recharges Income	-1,971	-493	-493	0
<b>Net Total Recharges</b>	<b>-1,374</b>	<b>-344</b>	<b>-344</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>0</b>	<b>-368</b>	<b>-387</b>	<b>19</b>

#### 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 income is above the budget due to an increase in income from academy schools and other external organisations for the provision of HR and payroll 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 30<sup>th</sup> June 2015

	Annual Budget	Budget to Date	Actual to Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	5,846	1,448	1,275	173
Supplies & Services	682	106	89	17
Computer Repairs & Software	651	232	232	0
Communications Costs	332	52	52	0
Other Premises	23	14	14	0
Capital Financing	352	105	101	4
Transfers to Reserves	65	0	0	0
<b>Total Expenditure</b>	<b>7,951</b>	<b>1,957</b>	<b>1,763</b>	<b>194</b>
<b><u>Income</u></b>				
Fees & Charges	-895	-94	-94	0
Reimbursements & Other Grants	-144	0	0	0
Transfers from Reserves	-150	0	0	0
SLA to Schools	-536	-417	-417	0
<b>Total Income</b>	<b>-1,725</b>	<b>-511</b>	<b>-511</b>	<b>0</b>
<b>Net Controllable Expenditure</b>	<b>6,226</b>	<b>1,446</b>	<b>1,252</b>	<b>194</b>
<b><u>Recharges</u></b>				
Premises	397	99	99	0
Transport	27	7	7	0
Asset Charges	1,161	0	0	0
Central Support Services	1,121	280	280	0
Support Service Income	-8,932	-2,233	-2,233	0
<b>Net Total Recharges</b>	<b>-6,226</b>	<b>-1,847</b>	<b>-1,847</b>	<b>0</b>
<b>Net Department Total</b>	<b>0</b>	<b>-401</b>	<b>-595</b>	<b>194</b>

### 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 related expenditure is lower than the budget profile due to staff turnover and vacancies that exist within the Admin Division. Some posts are in the process of being filled and some will be put forward as saving proposals in balancing the Council wide budget for 2016/17.

Supplies and services spend is slightly lower than the budget profile which is a result of tighter controls now being in operation in respect of the purchasing of stationery, office equipment and

external printing. At this stage it is anticipated that the overall net Department spending will be within budget at the year end.

**Capital Projects as at 30<sup>th</sup> June 2015**

Capital Expenditure	2015/16 Capital Allocation £'000	Allocation to Date £'000	Actual Spend to Date £,000	Total Allocation Remaining £'000
IT Rolling Programme	1,718	100	117	1,601
<b>Net Expenditure</b>	<b>1,718</b>	<b>100</b>	<b>117</b>	<b>1,601</b>

**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 30<sup>th</sup> June 2015

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<b><i>Expenditure</i></b>				
Employees	1,906	427	429	(2)
Supplies & Services	337	106	93	13
Civic Catering & Functions	27	1	1	0
Mayoral Allowances	22	22	22	0
Legal Expenses	310	129	128	1
<b>Total Expenditure</b>	<b>2,602</b>	<b>685</b>	<b>673</b>	<b>12</b>
<b><i>Income</i></b>				
Land Charges	-101	-25	-22	(3)
License Income	-251	-42	-42	0
Schools SLA's	-55	-55	-70	15
Government Grants	-34	-34	-34	0
Other Income	-28	-1	-1	0
Transfers from Reserves	-150	-54	-51	(3)
<b>Total Income</b>	<b>-619</b>	<b>-211</b>	<b>-220</b>	<b>9</b>
<b>Net Operational Expenditure</b>	<b>1,983</b>	<b>474</b>	<b>453</b>	<b>21</b>
<b><u>Recharges</u></b>				
Premises Support	132	33	33	0
Transport Recharges	26	7	7	0
Central Support Recharges	425	106	106	0
Support Recharges Income	-2,054	-513	-513	0
<b>Net Total Recharges</b>	<b>-1,471</b>	<b>-367</b>	<b>-367</b>	<b>0</b>
<b>Net Departmental Total</b>	<b>512</b>	<b>107</b>	<b>86</b>	<b>21</b>

#### Comments on the above figures:

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

With regards to expenditure supplies & services is lower than the budget profile due to reduced spend on legal books and publications as a result of a move to using on-line resources. Also, the external contract for website design has not been renewed as this work will now be undertaken in-house. The resulting savings will be put forward as saving proposals in balancing the Council wide budget for 2016/17.

With regards to income, buy-back of the Legal Services SLA has exceeded the income target, more schools have bought back the service than forecast.

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

## COMMUNITY & ENVIRONMENT DEPARTMENT

### Revenue Budget as at 30 June 2015

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
<b><u>Expenditure</u></b>				
Employees	12,018	3,022	3,039	(17)
Other Premises	1,182	479	471	8
Supplies & Services	1,565	374	347	27
Book Fund	142	35	35	0
Hired & Contracted Services	1,151	225	239	(14)
Food Provisions	652	163	162	1
School Meals Food	2,077	389	382	7
Transport	54	9	5	4
Other Agency Costs	674	169	142	27
Waste Disposal Contracts	5,160	525	536	(11)
Leisure Management Contract	1,496	260	280	(20)
Grants To Voluntary Organisations	322	137	131	6
Grant To Norton Priory	222	115	117	(2)
Rolling Projects	20	21	21	0
Capital Financing	9	2	0	2
<b>Total Spending</b>	<b>26,744</b>	<b>5,925</b>	<b>5,907</b>	<b>18</b>
<b><u>Income</u></b>				
Sales Income	-2,259	-607	-563	(44)
School Meals Sales	-2,180	-349	-357	8
Fees & Charges Income	-3,235	-1,029	-1,000	(29)
Rents Income	-235	-48	-63	15
Government Grant Income	-1,186	-8	-8	0
Reimbursements & Other Grant Income	-516	-96	-100	4
Schools SLA Income	-79	-79	-83	4
Internal Fees Income	-120	-25	-30	5
School Meals Other Income	-2,270	-1,373	-1,375	2
Meals On Wheels	-196	-49	-37	(12)
Catering Fees	-225	-39	-15	(24)
Capital Salaries	-53	-13	-13	0
Transfers From Reserves	-32	0	0	0
<b>Total Income</b>	<b>-12,586</b>	<b>-3,715</b>	<b>-3,644</b>	<b>(71)</b>
<b>Net Controllable Expenditure</b>	<b>14,158</b>	<b>2,210</b>	<b>2,263</b>	<b>(53)</b>
<b><u>Recharges</u></b>				
Premises Support	1,947	522	522	0
Transport Recharges	2,390	165	164	1
Departmental Support Services	9	0	0	0
Central Support Services	3,146	845	845	0
Asset Charges	3,005	0	0	0
HBC Support Costs Income	-382	-382	-382	0
<b>Net Total Recharges</b>	<b>10,115</b>	<b>1,150</b>	<b>1,149</b>	<b>1</b>
<b>Net Departmental Total</b>	<b>24,273</b>	<b>3,360</b>	<b>3,412</b>	<b>(52)</b>

### **Comments on the above figures**

The net budget is £52,000 over budget profile at the end of the first quarter of the 2015/16 financial year.

Employee expenditure is subject to savings this year which have yet to take effect so the position is slightly worse than anticipated at this stage of the year. The use of agency staff across the department has fallen significantly since the introduction of the apprenticeship schemes and vacant posts being filled.

Other Agency costs are £27,000 under budget mainly due to underspending on the Area Forums for projects not yet started.

The Leisure Contract is now in its final year and will end in January 2016, the contract price exceeds budget and will overspend this year.

Expenditure on Waste contracts is currently over budget to date and will remain a pressure throughout the year. This budget will be closely monitored to ensure expenditure is brought back in line.

Sales income, Fees & Charges and Internal Catering Fees across the Department will significantly struggle to achieve income targets for the year. Last year income for these specific areas underachieved by over £322,000, although this was partially offset by other income streams. Sales targets have increased this year and as a result income budgets will be closely monitored and if necessary income targets will be realigned where possible. Income relating to the collection of green waste, approved as a saving item for 2015/16 is on target with the budget for the year.

### **Capital Projects as at 30<sup>th</sup> June 2015**

	2015-16 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Total Allocation Remaining £'000
Stadium Minor Works	30	20	18	12
Stadium 3G Equipment	12	0	0	12
Widnes Recreation Site	741	530	524	217
Norton Priory	3,426	100	82	3,344
Norton Priory Biomass Boiler	140	0	0	140
Children's Playground Equipment	138	60	53	85
Upton Improvements	13	0	0	13
Crow Wood Play Area	13	0	0	13
Runcorn Hill Park	250	200	199	51
Runcorn Cemetery Extension	9	0	0	9
Cremators Widnes Crematorium	109	109	151	(42)
Open Spaces Schemes	18	15	15	3
Playground Third Party Funding	340	0	0	340
Litter Bins	20	0	0	20
<b>Total</b>	<b>5,259</b>	<b>1,034</b>	<b>1,042</b>	<b>4,217</b>

### **Comments on the above figures**

Most capital projects are on line to spend their allocations in year with the exception of the Norton Priory schemes which will run into next year.

The Widnes Recreation project has now completed with remaining invoices anticipated in quarter two. Total spend should be within the allocation.

The allocation for Playground Third Party Funding represents funding carried forward from previous years to provide match funding for external grants. Any residual funding will be carried forward at year-end.

## ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT

### Summary Financial Position as at 30<sup>th</sup> June 2015

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<b><u>Expenditure</u></b>				
Employees	4,242	1,073	1,099	(26)
Repairs & Maintenance	2,485	399	398	1
Premises	41	36	36	0
Energy & Water Costs	599	95	98	(3)
NNDR	544	504	501	3
Rents	446	120	120	0
Marketing Programme	23	3	3	0
Promotions	9	4	4	0
Supplies & Services	1,726	290	285	5
Agency Related Expenditure	42	2	3	(1)
Grants to Non Voluntary Organisations	323	301	301	0
Surplus Property Assets	-685	-75	0	(75)
Revenue Contrib'n to / from Reserves	35	35	35	0
<b>Total Expenditure</b>	<b>9,830</b>	<b>2,787</b>	<b>2,883</b>	<b>(96)</b>
<b><u>Income</u></b>				
Fees & Charges	-654	-268	-274	6
Rent - Markets	-766	-164	-166	2
Rent - Industrial Estates	-605	-120	-123	3
Rent - Investment Properties	-627	-111	-119	8
Transfer to / from Reserves	-518	-518	-518	0
Government Grant – Income	-1,827	-537	-537	0
Reimbursements & Other Income	-46	-32	-36	4
Recharges to Capital	-227	-3	-3	0
Schools SLA Income	-510	-437	-434	(3)
<b>Total Income</b>	<b>-5,780</b>	<b>-2,190</b>	<b>-2,210</b>	<b>20</b>
<b>NET OPERATIONAL BUDGET</b>	<b>4,050</b>	<b>597</b>	<b>673</b>	<b>(76)</b>
Premises Support Costs	1,924	508	508	0
Transport Support Costs	32	5	5	0
Central Support Service Costs	2,049	542	542	0
Asset Rental Support Costs	2,543	0	0	0
Repairs & Maint. Rech. Income	-2,558	-640	-640	0
Accommodation Rech. Income	-2,763	-691	-691	0
Central Supp. Service Rech. Income	-2,061	-515	-515	0
<b>Total Recharges</b>	<b>-834</b>	<b>-791</b>	<b>-791</b>	<b>0</b>
<b>Net Expenditure</b>	<b>3,216</b>	<b>-194</b>	<b>-118</b>	<b>(76)</b>



### **Comments on the above figures**

Spend against the employee budget is higher than the profiled budget as at quarter 1. This relates to the staff turnover savings target which has not been achieved due to low turnover of staff within the Department.

Premises costs have remained constant during Quarter 1. Property Services will continue to utilise council accommodation wherever possible and outsource accommodation space to external agencies to generate additional income, at the same time as aiming to continue to keep expenditure to a minimum.

It is anticipated that the Surplus Property Assets savings target will not be fully achieved by year-end. An action plan has been developed and is being implemented in conjunction with the Members Asset Review Panel, to assist with achieving the savings target at the earliest opportunity.

NNDR budgets are under budget, as most of the Investment Properties are fully occupied (HBC not being liable for many empty rates at present).

In order to ease budget pressures spending will be restricted in-year on Supplies & Services; Promotions and Marketing has also been kept to a minimum in an effort to achieve savings for the Department.

It is projected Investment Properties and Industrial Estates rental income will remain constant during the year and envisaging minimal change in the occupancy rates.

Market rental income is slightly above budget at the end of Quarter 1. Both market hall and open market income has remained stable during the first quarter of the year.

Work will continue with Managers to deal with any in-year budget pressures. In overall terms it is anticipated that net expenditure will be over budget by year-end. In the main this is due to the savings target against surplus property assets. However work is being undertaken to minimise this where possible.

## ECONOMY ENTERPRISE & PROPERTY CAPITAL PROJECTS

### Summary Financial Position as at 30<sup>th</sup> June 2015

	2015/16 Capital Allocation £'000	Allocation To Date £000's	Expenditure to Date £'000	Variance to Date (overspend) £'000
Castlefields Regeneration	635	19	19	0
3MG	3,493	121	121	0
Widnes Waterfront	1,000	0	0	0
Johnsons Lane Infrastructure	450	0	0	0
Decontamination of Land	6	0	0	0
Sci Tech Daresbury	10,965	5	5	0
Former Crossville Depot	518	25	25	0
Fairfield Primary School	380	0	0	0
Fairfield High Site - Contingency	64	9	9	0
Peel House Lane Cemetery	1,017	1	1	0
Peel House Lane Roundabout & Cemetery Access	53	2	2	0
John Briggs House	350	0	0	0
Travellers Site - Warrington Road	1,286	604	604	0
Widnes Town Centre Initiative	21	0	0	0
Lower House Lane Depot – Upgrade	38	4	4	0
Equality Act Improvement Works	250	10	10	0
<b>Grand Total</b>	<b>20,526</b>	<b>800</b>	<b>800</b>	<b>0</b>

### Comments on the above figures

The timing of spend for Castlefields Regeneration scheme is unknown as the main expenditure item relates to a compulsory purchase order claim (which is likely to be referred to Lands Tribunal).

The bulk of the capital allocation for 3MG will be used to fund the construction of rail sidings which will commence in quarter 2.

Widnes Waterfront and Bayer project will only commence once the developer has an end user in place so timing of spend is hard to predict at this moment in time. Decontamination of Land allocation will fund final contract retention payment.




Sci Tech Daresbury spend will relate to purchase of Tech Space building which is expected to be towards the end of the financial year.

In regards to Peel house Lane scheme, Officers are meeting up on a on a regular basis to progress the works and also financial profile remains estimated subject to the results of the tender. Johnsons Lane road construction has been completed up to its wearing course and currently work is being carried out to secure the remaining sites from unauthorised use.





## 8.0 Explanation of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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