

## Corporate Policy and Performance Board– Priority Based Monitoring

Reporting Period: **Quarter 1 – 1st April 2017 – 30<sup>th</sup> June 2018**

### 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 2017/18 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

#### **Revenues and Financial Management Division**

- 2.2 Following closure of the 2016/17 year-end accounts, the draft Statement of Accounts was signed off as required by the Operational Director on 28<sup>th</sup> June 2017 and passed to Grant Thornton UK LLP for them to start the audit of the accounts. Findings of the audit will be reported to the Business Efficiency Board on 27<sup>th</sup> September 2017.
- 2.4 The 2016/17 outturn was reported to the Executive Board on 15<sup>th</sup> June 2017. Net expenditure for the year was £0.6m above the approved budget of £98.5m. The level of the general fund balance as at 31<sup>st</sup> March 2017 now stands at £4.8m. School balances as at year-end total £4.8m which will carry forward into 2017/18. Capital expenditure for the year was £84.8m.
- 2.5 Piloting of 100% retention of business rates for all Councils within the Liverpool City Region commenced on 1<sup>st</sup> April 2017, ahead of the national scheme which is expected to be rolled out in 2020. Absence of the Local Government Finance Bill within the recent Queens Speech has placed uncertainty on the progress of business rates retention and on the future progression of local government finance and further information will be provided as this becomes available.

## **Audit, Procurement & Operational Finance Division**

- 2.6 Having previously implemented a successful early payment scheme the Council is now expanding the programme through a partnership with Oxygen Finance. A key objective of the Supplier Incentive Programme (SIP) is to improve the ordering, invoice management and payment processes for the benefit of all parties. The SIP is being re-launched in August and there will be a dedicated micro-site on the Council's website and publicity and marketing literature will be sent to the Council's supplier base.
- 2.7 In July 2017 the Council will go live with a prepaid card solution for Direct Payment users which will remove the need for direct payment clients to manage a separate bank account for their direct payment. It will also provide the Council with real-time information on how clients are utilising their direct payment funding, which will reduce auditing requirements. It is anticipated that prepaid cards will be offered to existing direct payment clients once the new systems become embedded.
- 2.8 The cost of external audit services will reduce following a highly successful procurement process undertaken by Public Sector Audit Appointments Ltd (PSAA). Aggregate savings for the sector are expected to exceed £6m per annum, equivalent to a reduction of approximately 18% in the scale fees payable by local bodies. These contracts will cover a five year period commencing with the audit of accounts for 2018/19 with an option to extend the contracts for a further two year period.

## Human Resources, Organisational Development, Policy, Performance and Efficiency

- 2.9 A redesigned operating model has been developed for the Policy, People, Performance and Efficiency Division and this will contribute to meeting future revenue savings. Some restructuring is involved and consultation is to take place with employees in the service from 12th July to 9th August 2017 with the planned implementation date for a final model being 1st December 2017.
- 2.10 A new wellbeing focused absence management policy, implemented on 1st July 2017, has now been communicated to a large number of managers across the Council. The Learning & Development team have had responsibility for the training, supported by the Policy and Employment Relations teams and the business analysis function in ICT Services. Following go-live, implementation will be monitored using statistical data and financial reporting (refer to objective PPPE 03 in Appendix 1).
- 2.11 The Council's Apprenticeship Policy is now in place, designed to enable the Council to meet its obligations, as far as it is economically able to, in respect of an apprenticeship target set by Government. A number of stakeholder sessions were held in quarter 1, and a skills audit has been undertaken to identify opportunities for the development of apprenticeship roles.
- 2.12 At the time of writing, 8 apprenticeship opportunities are at business case stage and it is anticipated that these will be taken through the corporate approvals process, resulting in new starts that will contribute to the Council's target of 20 apprenticeships for 2017/18. A further 5 opportunities have been identified and support will be provided to managers to develop business cases where appropriate. A regional practitioner network continues to consider how collective resources can have the maximum impact, and links have been developed across the Liverpool City Region to ensure efficient and effective apprenticeship recruitment, efficient procurement and delivery of training, as well as some opportunities for funding placements in the City Region local authorities.
- 2.13 Following revised processes for managing agency worker placements the reduction in full year spend has been quantified as £623,000 for the financial year 2016/17, bringing overall spend down to £1.714m (reduced from £3.66m in 2014/15). The number of hours of agency worker usage has reduced from 155,900 hours in 2014/15 to 84,592 in 2016/17. During quarter 2, the revised agency worker processes will be subject to an internal audit to ensure robustness.

- 2.14 Within the Efficiency Programme, a review of Children in Care Services has been undertaken, with an As-Is report scheduled to be considered by the Efficiency Programme Board on 20th July. Recommendations will be developed once that report has been fully considered. The review the use of community assets, and the services delivered from them is underway. A report on The Council's Halton Direct Link facilities was considered by the Efficiency Programme Board in May 17, which has demonstrated efficient use of the facilities across the core operating hours.
- 2.15 The Corporate Induction has been re-designed to better meet the needs of new employees. A new format means that delegates are free to network with one another and engage with service representatives in a 'market-place' type approach. We will continue to add relevant services as they are identified so delegates receive not only key organisational information but health and social advice and guidance, supporting our commitment to developing employee wellbeing in line with the Organisational Development Strategy. Initial feedback from both delegates and service providers has been extremely positive, citing better levels of engagement and increased relevance.

### ICT Infrastructure

- 2.16 Supported by the current rolling capital programme the authority's technology infrastructure has undergone further upgrade and development with continued major changes to its internal network, Server and Desktop and Data Storage Infrastructures and this approach will allow and maintain incremental growth, change and redevelopment of the authority's main computing infrastructure solution.
- 2.17 The investment strategy over the last 4 years has incrementally developed the Halton Cloud Services facility. This facility now comprises of two active/active Data Centre facilities that enable the deployment of change within the authority quickly and efficiently.
- 2.18 This digital strategy fully supports the principle objective set at the start of this rolling programme surrounding the delivery of agile working, access to all applications and associated data sets through centrally managed, seamless, secure and compliant platforms.
- 2.19 The incremental growth of the authorities own communications and data network facilities is an essential aspect of the Halton Technology Programme. Wi-Fi facilities have been utilised throughout the borough for many years effectively, but now require a new focus have to deal with additional agility demands in order to not reduce the user experience or negatively impact upon business processes.
- 2.20 Complimenting all of the server based work the roll - out programme for the replacement desktop systems is now underway with over 500 users and will be rolled out to all users by the project team over the coming months, with user feedback being extremely positive. This will realise considerable opportunity for the identification of further efficiency and service improvement opportunities.

### Legal and Democracy

- 2.21 The Elections team have ensured that the Liverpool City Region Combined Authority Mayoral Election in May and the General Election in June ran smoothly and efficiently.
- 2.22 Council adopted the revised Constitution in May, and the Legal team also contributed to the new Combined Authority Constitution, which has been approved.

### Catering, Stadium and Registration Services

- 2.23 The main focus for Stadium staff over the past few months has been the hosting of the Elton John concert on 18<sup>th</sup> June, the planning both internally and with external partners, particularly in light of recent terrorist attacks, was very detailed and complex. The event has been hailed as a huge success by all parties involved, and the promoters are wholly positive about the venue with the possibility of two concerts being hosted next year.
- 2.24 Considering the enormous competition to host these events it is a clear testimony to the staff employed here of how well organised they are, there was numerous comments on all Social Media with 99% of it being positive.
- 2.25 Whilst gym membership is marginally down on the previous quarter the pitch bookings have continued throughout the spring and early summer, with leisure leagues and soccer sixes making regular Monday and Wednesday night bookings, Liverpool Ladies have also booked the whole pitch one night a week from 6pm till 10pm from July 2017 to April 2018.
- 2.26 Halton Table Tennis club have become the first club in the country to achieve and receive the new Clubmark accreditation with Harry Watson winning a gold medal in the inter-regional finals and the club also winning a double gold and silver for the overall team at this event.
- 2.27 The award winning training programme offered by Halton Borough Council's School Meals Service has seen another 10 students start their NVQ Level 1 and 3 and of last year's students 3 have gone on to be promoted to School Catering Supervisors.
- 2.28 To try and promote healthy eating Halton BC introduced The great Halton Bake off for Primary age students, they had to produce their favourite cakes but with reduced sugar, they had to bake them at the stadium in competition with a number of other schools all linked to Mental Health week.
- 2.29 We have launched three Healthy Eating Salad Bars into High Schools, The Healthy Hut at OCA, The Healthy Salad Bar in the conservatory at Wade Deacon High School and The Healthy Counter and Salad Bar at St Peter and Paul's High School.

### Property Services

- 2.30 Both phase 1&2 of the refurbishment of Fairfield Primary are now complete. The phase 3 works, consisting of works to pitches and upgrading the playground area adjacent to the junior school building, are expected to be complete by September 2017. Also work on the Crow Wood Park pavilion is scheduled to commence in August 2017 with a completion date of December.
- 2.31 The works to upgrade the Widnes Market lighting Internally are now mainly complete, the main hall lighting, bulkhead lighting and fan-light spotlighting being complete, the upgrading of the electric meters have also been completed as has the upgrading to the external market lighting. A preferred contractor is now in place for the roofing works, and approval is awaited from Saville's, who act on behalf of Morrison's, in respect of erecting scaffolding on their land. The anticipated start on site is September with completion being anticipated in January 2018.
- 2.32 The two bids submitted by Halton as part of the Liverpool City Region One Public Estate (OPE) bid have both been successful. The value of the bid is approximately £66k in total to undertaken master planning exercises in respect of the Former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the current Runcorn Magistrates Court building and surrounding area of Halton Lea., the latter being linked to the healthy new towns programme.

- 2.33 We have obtained a proposal to undertake a master planning exercise at both the Widnes and Runcorn Sites. We have accepted their proposal for the Widnes site and will soon be entering into a contract with them with a view to them commencing the master planning exercise. It is envisaged that this master planning exercise for the Runcorn site will commence later in the year.
- 2.34 Rider Levett Bucknall (RLB) have been appointed to undertake a feasibility study in respect of the proposed Integrated Health & Wellbeing Hub for the Windmill Hill area housing all necessary services. An initial meeting has been held with RLB to discuss the proposal and agree the most appropriate way to proceed ensuring all stakeholders are engaged in the process. It is anticipated that a number of stakeholder engagement sessions will take place over the next few months in order to help shape the proposals and the study is expected to be completed by 31<sup>st</sup> December 2017.

### 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:-

#### Finance

- 3.2 The Department for Works and Pensions is rolling out a new initiative known as Wider Use of Real Time Information (WURTI) during 2017 for local authority Benefits Services, and Halton is scheduled to go live in September 2017. This will provide Benefit Processors with desktop access to HM Revenue & Customs' Pay As You Earn information for earnings and non-State Pension information for customers who are in receipt of Housing Benefit and / or Local Council Tax Reduction. This information can be used as evidence when assessing benefit entitlement.
- 3.3 Work is underway in revising the Medium Term Financial Strategy; this is being continually updated as new information is received on a frequent basis. The Budget Working Group (BWG) have had an initial meeting to start the process for identifying future budget savings.
- 3.4 The Public Sector Internal Audit Standards require that an external assessment of a local authority's internal audit function is carried out once every five years by a qualified, independent assessor or assessment team from outside of the organisation. External assessments can be in the form of a full external assessment, or a self-assessment with independent external validation.
- 3.5 The North West Chief Audit Executives' Group has established a 'peer-review' process that is managed and operated by the constituent authorities. This process addresses the requirement of external assessment through 'self-assessment with independent external validation'.
- 3.6 The Council's internal audit service is to be subject to a peer review in September. The review will focus on audit activity from 2016/17 and involve interviews with key stakeholders. On conclusion of the review a report will be produced which will be presented to the Business Efficiency Board.

#### ICT Infrastructure

- 3.7 Following the recent malware incidents across the country considerable efforts have been made to safe guard the authority's server infrastructure with all Windows Server 2003 operating systems removed through upgrades to many of the estates servers now utilizing the latest operating systems where possible.

- 3.8 The Council is by necessity having to make a number of technical security changes as we start to try and slow down the onslaught of malicious emails being received that will inevitably start to impact upon all users.
- 3.9 We are currently at 70'000 malicious emails per day and rising. Over the last few Friday's the 21<sup>st</sup> July and 28<sup>th</sup> July particularly, during the afternoon at around 4pm the authority had 30'000 malicious emails hit the system in less than an hour and this pattern continues – the technical teams are dealing with these ever increasing issues – but for ourselves as users ultimately it means more measures will have to be put in place and this may slow down email transit and potentially limit access to particular mass email blog's or auto generated commercial mails.
- 3.10 Email is increasingly being used by criminals as a delivery mechanism for infecting computers and their associated networks with malicious intent, as well as, attempting to lure users to external websites in order to steal your secure user credentials, banking information and personal data – particularly on your home based devices. Over time and very recently, these emails have become far more sophisticated. Collectively these emails are known as 'spam'.
- 3.11 Whilst the authority will continue to deploy anti-spam protection systems and quarantine techniques it remains the case that all users need to remain vigilant and exercise extreme caution when using e-mail applications in order to maintain the Councils defenses effectively.

#### Legal and Democracy

- 3.12 The Legal team are supporting a group of Members in reviewing the Council's committee structures, ensuring that they are fit for purpose. Any changes arising from the review would be expected to be implemented from the next Municipal Year, in May 2018.

#### Property Services

- 3.13 Following the devastating fire at Grenfell Tower in London a review of Council owned buildings has taken place and we are not aware of any buildings that have aluminium composite panels present. The incident has prompted a review of the general fire management principles and procedures within our buildings, and in respect of this, Property Services and Risk Management are now working together to review and update any procedures where necessary.
- 3.14 Since the deregulation of the water retail market in April 2017 there is a requirement to procure water services. Discussions have taken place on a Liverpool City Region basis in respect of this and consideration is taking place in respect of the merits of procuring water services on a collective basis. Further discussions will be taking place in due course in respect of the proposed way forward.

## **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 2017 – 18 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 is published on the Council website 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

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 Management

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - <b>November 2017</b> .	
FS 01b	Report to Council - <b>March 2018</b> .	
FS 02c	Provide <b>quarterly</b> monitoring reports on the overall budget to Executive Board.	
FS 03b	Publish the Statement of Accounts by <b>31<sup>st</sup> August 2017</b> .	
FS 04a	Establish Treasury Management Policy and report to Council - <b>March 2017</b> .	
FS 04b	Provide monitoring reports to Executive Board on a <b>bi-annual</b> basis.	
FS 05a	Establish and report prudential indicators to Council - <b>March 2017</b> .	
FS 05b	Provide monitoring reports to the Executive Board on a <b>bi-annual</b> basis.	

#### Supporting Commentary

Progress remains on target to report the Medium Term Financial Strategy to Executive Board in November 2017 and the financial forecast is being regularly updated.














Work has commenced with Management Team and Budget Working Group to develop budget proposals for 2018/19 and the Quarter 1 monitoring report on the overall budget will go to Executive Board on 21 September 2017.

The Audit of Statement of Accounts commenced 01 July 2017, and progress remains on track to publish by 30 September 2017 with a Draft statement published on the Council web-site on 28 June 2017

The 2016/17 Treasury Management Policy was approved by Council on 08 March 2017 and the Half year report is scheduled to be reported to Executive Board on 16 November 2017.

2017/18 prudential indicators were reported to Council on 08 March 2017 as part of Treasury Management Policy and the Quarter 2 monitoring report is on track to be reported to Executive Board on 16 November 2017.

### Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Awaiting - Sept 17		N / A
FS LI 02	Receive positive annual comment from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		
FS LI 03	Receive confirmation from External Auditor (annually) that reliance can be placed upon the work of Internal Audit.	Yes	Yes	Yes		
FS LI 04	Proportion of Council Tax that was due that was collected	95.04%	94.75%+	28.25%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received	97.65%	95.00%+	29.59%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit)	19.94 (Days)	20 (Days)	20.93 (Days)		
FS LI 07	Average time for processing notifications of changes in circumstances	2.96 (Days)	5.3 (Days)	4.82 (Days)		

### Supporting Commentary

2016/17 Statement of Accounts audit opinion will be reported to the Business Efficiency Board on 27 September 2017

As part of the 2016/17 audit of the Council's Financial Statements Grant Thornton concluded that their work had identified no material weaknesses that are likely to impact on the Council's financial statements.



As part of the 2016/17 audit, Grant Thornton completed a high level review of the Council's internal audit arrangements and the work that internal audit has completed on the Council's key financial systems. The conclusion from that review is that Grant Thornton did not identify any issues that will impact on their audit approach.

In terms of collection rates and processing times there has been some minor deviation when compared to the same period last year and this is to be expected and there is nothing to indicate that annual targets will not be achieved.

### Policy, People, Performance & Efficiency Service

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>May 2017</b>	
PPPE 01b	Review and refresh annual training calendar <b>September 2017</b> .	
PPPE 01c	Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions <b>April, September, December 2017, and March 2018</b> .	
PPPE 03b	Monitor impact of new policy at three monthly intervals – support with financial and data analysis <b>September, December 2017, and March 2018</b> .	
PPPE 04d	Ongoing monitoring of agency usage and spend <b>April, September, December 2017, and March 2018</b> .	



#### Supporting Commentary

The Organisational Development Strategy continues to be taken forward and training delivery continues with a policy framework now in place and operational and monitoring arrangements have been scheduled.

An analysis of agency demand is underway with an initial focus on Adult Social Care with resulting recommendations formulated for management consideration.

Monitoring activity continues in this area with meetings with supplier scheduled to enable future analysis and reporting.

#### Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	2.41 (Days)		

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q1 Actual	Q1 Progress	Direction of travel
PPPE LI 02a	Total Full Time Equivalent Staffing Establishment	3,637	Not applicable	3,490	N / A	N / A
PPPE LI 02b	Total Staff (head count) (indicator for information only)	4,863	Not applicable	4,830	N / A	N / A
PPPE LI 02c	Total Agency Worker usage (number of placements – year to date)	New KPI from 2017/18 onwards	Not applicable	37	N / A	N / A
PPPE LI 02d	Total Agency Worker usage (cumulative cost – year to date)	New KPI from 2017/18 onwards	Not applicable	£366,342 (Gross)	N / A	N / A
PPPE LI 07	Average time to recruit (Management Team approval to employee start date)	61 (Days)	Not applicable	Q1 data available in Q2.	N / A	N / A
PPPE LI 08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.05%	Not applicable	1.57%	N / A	N / A

### Supporting Commentary



Levels of sickness absence at Q1 slightly higher than the same period last year and this may reflect a more accurate recording of information following the introduction of new policy in this area.



As reported in Key Developments it is anticipated that agency costs will decline following work being undertaken in this area of operations and training attendance remains positive.

Recruitment times will be reported at Q2 due to the availability of data. During Q1 80 posts were vacated and further information concerning apprenticeships is included in the Key Developments section of this report.

### ICT and Administrative Support Services

#### Key Objectives / milestones







Ref	Milestones	Q1 Progress
ICT 01b	Further development of Cloud Services Platform - <b>March 2018</b> .	
ICT 01c	SharePoint and Records Management enhancements - <b>March 2018</b> .	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - <b>March 2018</b> .	

ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - <b>March 2018</b> .	
ICT 02c	Improvement and enhancement of all web based customer interfaces - <b>March 2018</b> .	

### Supporting Commentary

Work has progressed as planned during the first quarter period.

### Key Performance Indicators




Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.01%	99.00%	99.07		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.14		
ICT LI 04	Average working days from delivery to completion of a new PC.	9 (Days)	10 (Days)	10 (Days)		

### Supporting Commentary

All indicators remain in line with expected progress at this time of year and are expected to achieve annual target levels.

### Legal & Democracy









### Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01	Review constitution - <b>May 2017</b> .	
FS 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
FS 02b	To induct all new members <b>by October 2017</b> .	

### Supporting Commentary

The revised Constitution was approved by Council in May and MAP meetings are continually offered throughout the calendar year with all new Members having been through the induction programme.

### Key Performance Indicators


Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Days)	3 (Days)	1 (Day)		
LD LI 05	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

#### Supporting Commentary

Given the Elections no training events were arranged for Members during the Quarter 1 period. All other measures are showing positive levels of performance.

### Community & Environment









#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 02a	Deliver a promotion and educational campaign - <b>September 2017</b> and <b>January 2018</b> .	

#### Supporting Commentary

The introduction of Universal Credit is yet another challenge the service faces in trying to increase/maintain pupil meal numbers, a marketing campaign has been prepared for all Primary schools for the start of the new term (September 2017), this will include taster sessions and visits to Parents Evenings etc.

### Key Performance Indicators



Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	77.89%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	73.5%		
CE LI 03	Take up of school lunches (%) – primary schools.	63.3%	65.00%	63.9%		
CE LI 04	Take up of school lunches (%) – secondary schools.	64.7%	57.00%	57.75%		

### Supporting Commentary

Current levels of take up are encouraging given that these measures are subject to seasonal influence during the spring months.

### Economy, Enterprise & Property





### Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP 04a	Develop Options Appraisal for Council's Office Accommodation – September 2017	
EEP 04b	Commence construction of clubhouse and installation of driving range at Widnes Golf Academy – Oct 2017	

### Supporting Commentary

Options have been presented to Management Team and the detail of the Options Appraisal is presently being developed. Also the driving range construction is proceeding as planned. The commencement of the construction of the clubhouse is scheduled for January 2018.

### Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO <sub>2</sub> e)	17,804 tonnes CO <sub>2</sub> e (actual 15/16)	15,882 tonnes CO <sub>2</sub> e (target 17/18)	16,043 tonnes CO <sub>2</sub> e (actual 16/17)		
EEP LI 03	Occupancy of Widnes Market Hall	84%	84%	83%		

### Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The figure for 2015/16 has therefore been amended to reflect the change to ensure the comparison to the 2016/17 figure is meaningful.

The overall emissions for 2016/17 amount to 16,043 tonnes, which equates to a 9.8% reduction from the previous year, well within the target set.

The overall emissions of 16,043 tonnes is broken down into the following five categories:-

School Buildings 5128t, Corporate buildings 5364t, Unmetered supply 3913t, Fleet Transport 1297t & Business Mileage 341t. There was a reduction in emissions across all areas, Street Lighting had the largest annual reduction in the amount of 15.6%.

The annual figure for this indicator is a year behind and therefore only reported in the following year.

The revised target for 2017/18 is 15,882

Market trading conditions remain difficult. The Council now takes a firmer control of rental arrears (with arrears reducing). However this can have a bearing on occupancy and retention rates.

## 7.0 Financial Statements

### Finance Department

#### Revenue Budget as at 30 June 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<b>Expenditure</b>				
Employees	5,417	1,312	1,268	44
Supplies & Services	361	147	125	22
Insurances	1,299	694	667	27
Concessionary Travel	2,175	346	346	0
LCR Levy	2,175	0	0	0
Rent Allowances	50,200	9,272	9,272	0
Non HRA Rent Rebates	65	12	12	0
Discretionary Housing Payments	386	95	95	0
Discretionary Social Fund	154	31	31	0
<b>Total Expenditure</b>	<b>62,232</b>	<b>11,909</b>	<b>11,816</b>	<b>93</b>
<b>Income</b>				
Fees & Charges	-164	-65	-74	9
School SLAs	-837	-788	-775	(13)
NNDR Admin Grant	-166	0	0	0
Rent Allowances	-49,800	-11,374	-11,374	0
Clerical Error Recoveries	-400	0	0	0
Non HRA Rent Rebate	-65	-16	-16	0
Discretionary Housing Pmts Grant	-386	0	0	0
Housing Benefit Admin Grant	-510	-127	-127	0
Universal Credits	-130	0	0	0
Council Tax Admin Grant	-221	-221	-221	0
Transfer From Reserves	-251	0	0	0
Council Tax Liability Orders	-421	-264	-264	0
Reimbursement & Other Grant Income	-248	-171	-171	0
LCR Reimbursement	-2,175	0	0	0
Dedicated Schools Grant	-92	0	0	0
<b>Total Income</b>	<b>-55,866</b>	<b>-13,026</b>	<b>-13,022</b>	<b>(4)</b>
<b>Net Operational Expenditure</b>	<b>6,366</b>	<b>-1,117</b>	<b>-1,206</b>	<b>89</b>
<b>Recharges</b>				
Premises Support	199	50	50	0
Transport Recharges	6	2	2	0
Central Support Recharges	2,451	613	613	0
Support Recharges Income	-4,575	-1,144	-1,144	0
<b>Net Total Recharges</b>	<b>-1,919</b>	<b>-479</b>	<b>-479</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>4,447</b>	<b>-1,596</b>	<b>-1,685</b>	<b>89</b>

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

With regards to expenditure, employee costs is lower than budget profile due to vacant post within Revenue and Benefits and Procurement services.

Further costs have been reduced by utilising external grant to offset staffing costs within Financial Management Division.

Supplies And Services Expenditure is below budget profile as effort has been made within the Divisions to reduce spend.

At quarter one insurances is below budget to date due to amount of liability excesses. These are dependent on amount of claims, so is variable.

Schools SLA income is below the budget profile due to a lower than expected buy-back of the Procurement service.

At this stage the department is forecast to spend within the available budget for the year to 31 March 2018.



**Policy, People, Performance & Efficiency Department**

**Revenue Budget as at 30 June 2017**

	Annual Budget  £'000	Budget To Date  £'000	Actual To Date  £'000	Variance to Date (Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	1,818	437	442	(5)
Employees Training	133	7	5	2
Supplies & Services	138	38	28	10
Apprenticeship Levy	300	0	0	0
<b>Total Expenditure</b>	<b>2,389</b>	<b>482</b>	<b>475</b>	<b>7</b>
<b><u>Income</u></b>				
Fees & Charges	-90	-32	-34	2
Schools SLAs	-416	-389	-389	0
Transfer from Reserves	-98	0	0	0
<b>Total Income</b>	<b>-604</b>	<b>-421</b>	<b>-423</b>	<b>2</b>
<b>Net Operational Expenditure</b>	<b>1,785</b>	<b>61</b>	<b>52</b>	<b>9</b>
<b><u>Recharges</u></b>				
Premises Support	60	15	15	0
Central Support Recharges	1,081	270	270	0
Support recharges Income	-2,926	-731	-731	0
<b>Net Total Recharges</b>	<b>-1,785</b>	<b>-446</b>	<b>-446</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>0</b>	<b>-385</b>	<b>-394</b>	<b>9</b>

**Comments on the above figures**

In overall terms spend at quarter one is within budget provision.

With regards to Employee costs, these are above the budget profile due to not achieving staff turnover saving targets, but are offset against Supplies and Services budgets for which there has been reduced spending.

## ICT & Support Services Department

### Revenue Budget as at 30 June 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	6,838	1,719	1,712	7
Other Premises	56	48	48	0
Supplies & Services	726	117	111	6
Capital Financing	1,594	68	68	0
Computer repairs & Software	525	270	255	15
Communication Costs	385	96	98	(2)
Transfer To Reserves	15	0	0	0
<b>Total Expenditure</b>	<b>10,139</b>	<b>2,318</b>	<b>2,292</b>	<b>26</b>
<b><u>Income</u></b>				
Fees & Charges	-1,116	-41	-41	0
Sales	-15	-2	-2	0
School SLAs	-509	-494	-494	0
<b>Total Income</b>	<b>-1,640</b>	<b>-537</b>	<b>-537</b>	<b>0</b>
<b>Net Operational Expenditure</b>	<b>8,499</b>	<b>1,781</b>	<b>1,755</b>	<b>26</b>
<b><u>Recharges</u></b>				
Premises Support	384	95	95	0
Transport Recharges	5	2	2	0
Central Support Recharges	1,036	259	259	0
Support Recharges Income	-9,925	-2,482	-2482	0
<b>Net Total Recharges</b>	<b>-8,503</b>	<b>-2,126</b>	<b>-2,126</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>-4</b>	<b>-345</b>	<b>-371</b>	<b>26</b>

### Comments on the above figures

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

With regards to expenditure, employee related expenditure is lower than the budget due to staff turnover and vacancies that exist within the Admin Division.

Computer Repair and Software is below budget profile as a result of reduced spend on contracts.

**ICT & Support Services Department**

**Capital Projects as at 30 June 2017**

Capital Expenditure	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
IT Rolling Programme	1,100	379	379	0
<b>Total Capital Expenditure</b>	<b>1,100</b>	<b>379</b>	<b>379</b>	<b>0</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 June 2017

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
Employees	1,634	417	422	(5)
Supplies & Services	304	86	84	2
Civic Catering & Functions	27	7	4	3
Legal Expenses	223	77	69	8
Mayoral Allowances	22	0	0	0
<b>Total Expenditure</b>	<b>2,210</b>	<b>587</b>	<b>579</b>	<b>8</b>
<b>Income</b>				
Land Charges	-105	-26	-22	(4)
School SLAs	-80	-80	-80	0
Licence Income	-261	-49	-49	0
Other Income	-26	-12	-12	0
Transfer From Reserves	-10	0	0	0
<b>Total Income</b>	<b>-482</b>	<b>-167</b>	<b>-163</b>	<b>-4</b>
<b>Net Operational Expenditure</b>	<b>1,728</b>	<b>420</b>	<b>416</b>	<b>4</b>
<b>Recharges</b>				
Premises Support	187	47	47	0
Transport Recharges	36	9	9	0
Central Support Recharges	313	78	78	0
Support Recharges Income	-1,732	-433	-433	0
<b>Net Total Recharges</b>	<b>-1,196</b>	<b>-299</b>	<b>-299</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>532</b>	<b>121</b>	<b>117</b>	<b>4</b>

### Comments on the above figures

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

With regards to expenditure, employee expenditure is above budget due to staff turnover saving targets not being achieved.

A new contract in relation to Legal Expenses has just been awarded, and dependant on number of cases, it is expected that this will result in reduction of costs.

With regards to Income Land Charges are dependent on number of applications, so generation of income is variable dependant on buoyancy of housing market.

At this stage the department is forecast to spend within the available budget for the year to 31 March 2018.

## Community & Environment Department

### Revenue Budget as at 30 June 2017

	Annual Budget	Budget To Date	Actual to Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
<b><u>Expenditure</u></b>				
Employees	13,355	3,512	3,606	(94)
Other Premises	1,950	830	820	10
Supplies & Services	1,580	399	377	22
Book Fund	167	49	48	1
Hired & Contracted Services	1,127	230	235	(5)
Food Provisions	570	193	205	(12)
School Meals Food	1,903	291	288	3
Transport	55	21	16	5
Other Agency Costs	432	87	84	3
Waste Disposal Contracts	5,775	1,444	1,458	(14)
Other Expenditure	0	0	0	0
Grants To Voluntary Organisations	67	14	1	13
Grant To Norton Priory	172	87	88	(1)
Rolling Projects	0	74	74	0
Capital Financing	84	2	0	2
<b>Total Expenditure</b>	<b>27,237</b>	<b>7,233</b>	<b>7,300</b>	<b>(67)</b>
<b><u>Income</u></b>				
Sales Income	-2,125	-510	-487	(23)
School Meals Sales	-2,244	-482	-497	15
Fees & Charges Income	-5,588	-1,889	-1,830	(59)
Rents Income	-297	-50	-21	(29)
Government Grant Income	-1,186	-31	-31	0
Reimbursements & Other Grant Income	-663	-256	-255	(1)
Schools SLA Income	-84	-77	-74	(3)
Internal Fees Income	-216	-32	-20	(12)
School Meals Other Income	-2,096	-1,371	-1,386	15
Catering Fees	-182	-45	-8	(37)
Capital Salaries	-123	0	0	0
Transfers From Reserves	-8	0	0	0
<b>Total Income</b>	<b>-14,812</b>	<b>-4,743</b>	<b>-4,609</b>	<b>(134)</b>
<b>Net Operational Expenditure</b>	<b>12,425</b>	<b>2,490</b>	<b>2,691</b>	<b>(201)</b>
<b><u>Recharges</u></b>				
Premises Support	1,760	440	440	0
Transport Recharges	2,072	669	669	0
Departmental Support Services	9	2	2	0
Central Support Services	3,467	943	943	0
Asset Charges	85	0	0	0
HBC Support Costs Income	-449	-254	-254	0
<b>Net Total Recharges</b>	<b>6,944</b>	<b>1,800</b>	<b>1,800</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>19,369</b>	<b>4,290</b>	<b>4,491</b>	<b>(201)</b>

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

The net Department budget is £ 154,000 over budget profile at the end of the first quarter of the 2017/18 financial year.

Employee spend is currently over budget due to staff turnover saving targets not being achieved and casual and agency usage at the stadium and for catering being greater than expected. Agency spend is double what it was at the same stage last year, though has been necessary to maintain service standards and cover absences.

Food and bar provisions are also currently overspent by £12,000 to date. This is mainly due to spend at the Stadium. Stadium Catering and Bars being greater than at expected at this point of the year.

Income sources for the Department have in the past struggled to meet targets, and with savings targets increased by £ 538,000 this year it will be even more difficult to achieve.

Sales income is currently short of the target to date by £23,000 which is mainly due to Stadium Bars, Catering and Civic Catering.

Fees and charges income will again struggle to meet the budgeted target this year. Currently income to date is £47,000 under the profiled expectation, mainly due to income generation at the Stadium and within Open Spaces. Increased income targets on Open Spaces are yet to show any real results and chargeable works are slow this year. The Stadium is below income targets on fitness memberships, and executive suite hire.

Internal fees are under budget target so far and mainly due to little room hire income received in Leisure Centres, Stadium Catering and Fitness.

Catering fees which is also an internal income source is already £37,000 adrift of the income target to date.

### **Capital Projects as at 30 June 2017**

	2017-18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Works	30	0	0	30
Peel House Cemetery Works	383	0	0	383
Runcorn Cemetery Extension	9	0	0	9
Open Space Schemes	600	100	90	510
Childrens Playground Equipment	55	0	0	55
Upton Improvements	13	0	0	13
Playground – The Glen	25	0	0	25
Playground – Runcorn Hill Park	75	0	5	70
Playground – Crow Wood Park	450	0	0	450
Landfill Tax Credit Scheme	160	0	0	160

Phoenix Park	110	0	0	110
Sandymoor Playing Fields	600	50	24	576
Victoria Park Glass House	150	0	0	150
Widnes Recreation	0	0	7	-7
Litter Bins	20	0	0	20
Norton Priory Project	455	0	0	455
<b>Total</b>	<b>3,135</b>	<b>150</b>	<b>126</b>	<b>3,016</b>

## Economy Enterprise & Property

### Revenue Budget as at 30 June 2017

	Annual Budget	Budget To Date	Actual To Date	Variance to Date
	£'000	£'000	£'000	(Overspend) £'000
Employees	4,681	1,119	1,126	(7)
Repairs & Maintenance	2,219	420	418	2
Premises	41	1	1	0
Energy & Water Costs	650	109	84	25
NNDR	546	503	491	12
Rents	352	170	169	1
Economic Regeneration Activities	42	0	0	0
Supplies & Services	3,109	443	444	(1)
Grant to Non Vol Organisations	75	9	9	0
Agency Related	1	0	0	0
<b>Total Expenditure</b>	<b>11,716</b>	<b>2,774</b>	<b>2,742</b>	<b>32</b>
<b>Income</b>				
Fees & Charges	-250	-34	-36	2
Rent – Markets	-789	-197	-197	0
Rent – Investment Properties	-187	-35	-35	0
Rent – Commercial Properties	-850	-152	-147	(5)
Government Grant	-3,156	-315	-315	0
Reim & Other Income	-237	-180	-180	0
Recharges to Capital	-161	-18	-18	0
Transfer from Reserves	-830	-89	-89	0
Schools SLA Income	-517	-435	-440	5
<b>Total Income</b>	<b>-6,977</b>	<b>-1,455</b>	<b>-1,457</b>	<b>2</b>
<b>Net Operational Expenditure</b>	<b>4,739</b>	<b>1,319</b>	<b>1,285</b>	<b>34</b>
<b>Recharges</b>				
Asset Rental Support Costs	4	0	0	0
Premises Support Costs	1,746	438	438	0
Transport Support Costs	23	6	6	0
Central Support Service Costs	1,865	512	512	0
Repairs & Maintenance Recharge Income	-2,412	-603	-603	0
Accommodation Recharge Income	-2,624	-656	-656	0
Central Support Service Recharge Income	-1,890	-473	-473	0
<b>Net Total Recharges</b>	<b>-3,288</b>	<b>-776</b>	<b>-776</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>1,451</b>	<b>543</b>	<b>509</b>	<b>34</b>



### Comments on the above figures

Economy Enterprise & Property Departmental budget is projected to be slightly under budget profile at year end. The significant budget variances are listed below.

The negative variance on employee costs is due to targets against staff turnover savings not being met due to the low number of vacancies held within the Department.

Following reconciliation by the energy providers, we have received a number of refunds relating to previous years utility charges.

NNDR expenditure is below budget due to the revaluation of a number of council properties.

A delay in the Court Service relocating to Rutland House has resulted in the department not achieving the anticipated income target set for Commercial Property.

Every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the Department for the remainder of the financial year. It is forecast net spend at year end will be below the annual budget.

### Capital Projects as at 30 June 2017

Capital Expenditure	2017/18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	4,591	29	29	4,562
Sci Tech Daresbury – EZ Grant	483	0	0	483
Johnsons Lane Infrastructure	66	0	0	66
Decontamination of Land	50	0	0	50
Venture Fields	6,000	6	6	5,994
Former Crossville Site	1,150	860	860	290
Signage at The Hive	87	0	0	87
Widnes Market Refurbishment	1,294	38	38	1,256
Equality Act Improvement Works	300	33	33	267
Linnets Club House	1,379	189	189	1,190
Milton Road (Former Simms Cross Caretakers House)	14	0	0	14
Widnes Road Car Park, 29-31 Moor Lane & Land at Halebank	235	2	2	233
The Croft	30	0	0	30
<b>Total Capital Expenditure</b>	<b>15,679</b>	<b>1,157</b>	<b>1,157</b>	<b>14,522</b>

### Comments on the above figures.

**3MG** – Majority of the work on the rail siding is near completion. Rail has been in use since 28 June. Alstom will be operational on site 5 August.

**Sci Tech Daresbury EZ Grant** - Grant to be drawn down over this financial year to pay for JV design and planning fees for the next phase of the EZ – Project Violet (3 new buildings). Works have been commissioned by the JV and are underway with a submission date for planning anticipated in the October 2017.




**Johnsons Lane** – Work is now complete on site and final payment has been made to contractors.

**Equality Act Improvement Works** - Work at Norton Priory is now complete. Projects in the forthcoming months relate to Linnets Club House, Crow Wood Park Pavilion and the Vine Street Centre.





## 8.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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