

Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 2 – 1st July 2017 – 30th September 2017**

1.0 Introduction

1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

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

2.2 The audit of the 2016/17 year end accounts has been completed by the Council's External Auditor (Grant Thornton). They provided an unqualified audit opinion and reported their findings to the Business Efficiency Board on 27 September 2017, at which the Council's Statement of Accounts was approved for publication. The Audit Findings Report provided an unqualified opinion and it highlighted the Council's financial statements were well presented with officers responding in a timely manner to requests for information and queries.

2.3 In support of the unqualified VFM conclusion for 2016/17, Grant Thornton reviewed and concluded the Council has proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources.

2.4 The Council net spend position for the first quarter of the year was reported to Executive Board on 21st September 2017. Net expenditure was £0.8m above the profiled budget to date figure of £21.5m. Capital spending as at 30 June 2017 totalled £39.4m, which is 34% of the total capital programme of £116.4m.

2.5 Progress is being made with applying various business rate relief announced as part of the Chancellors 2017 Spring Budget, including:

- Business Rate Pub Relief – Relief has been awarded to 11 local pubs, applications are expected from a number of other establishments.
- Support to Small Business Relief – Pending final software testing, the Council will provide rate relief to 8 properties with approximate relief value of £15k.
- Local Discretionary Relief – The Council has funding of £166k to provide relief to local businesses who have seen an increase in their 2017 rateable value. We will shortly be writing to identified businesses to ask them to apply for the relief.

Audit, Procurement & Operational Finance

- 2.6 In July the Council successfully implemented a prepaid card solution that will now be the default option for new Direct Payment users. The implementation went well and a number of clients are already successfully using prepaid cards and the option of prepaid cards will be made available to existing Direct Payment users later in the year.
- 2.7 The Annual Governance Statement (AGS) was approved by the Business Efficiency Board at its September meeting. In the AGS the Council recognised three significant governance challenges that it currently faces. These include maintaining effective governance arrangements at a time of continuing funding pressures, the potential impact of the LCR Combined Authority on the Council's own governance arrangements, and the need for the Council to maintain a robust IT governance framework in response to the ever increasing frequency and sophistication of cyber-attacks.
- 2.8 In September the Council's internal audit arrangements were externally assessed through a peer review process. The assessment involved interviews with key stakeholders, such as the Chair of the Business Efficiency Board, Chief Executive, Strategic Director – Enterprise, Community & Resources and the Operational Director Finance. The initial feedback is that the Council's arrangements are compliant with the standards and a report confirming this will be received and presented to the next meeting of the Business Efficiency Board.

Human Resources, Organisational Development, Policy, Performance and Efficiency

- 2.9 Following formal consultation stage with staff and trade unions a redesigned service model and staff structure for the Policy, People, Performance and Efficiency Division has now been finalised. The model divests recruitment and payroll work to enable a more focused approach in both disciplines. The new Division will consist of a Recruitment & Resourcing function, A Pay & Pensions function and an Employment Relations function sitting within a HR Service Centre. Alongside that will be an Organisational Development and Corporate Strategy function. And the implementation date for the new model is 18th December 2017.
- 2.10 Manager training has completed on the new absence management policy, implemented on 1st July 2017. Compliance with the new processes and procedures appears high. A post-implementation review will be undertaken following six months of operation in the new calendar year.
- 2.11 The Council's Apprenticeship Policy is now operational, with proposals for ten new placements coming forward during the reporting period. It is anticipated that these will be progressed and recruited to during Quarter 3.
- 2.12 To continue to add value and flexibility to Learning & Development, renewal of the e-learning system has taken place for a further 2-years, enabling employees to access learning at a convenient time and place. Therefore, reducing time away from the workplace, reducing the need to travel to a training venue and aiming to capture a wider audience.

ICT Infrastructure

- 2.13 As part of the growing requirement for the centralisation of data and the delivery of cloud based working through the Halton services solution additional digital storage devices have been added distributing the data across the Halton Data Centres as part of the data centre development programme.

- 2.14 UPS (uninterrupted power supplies) replacement within the Municipal Data Centre is currently underway this will be an out of hours programme spread over the coming weeks. The UPS systems work in conjunction with the authorities on site Generators at all data centre locations for improved business continuity services for all users of the Halton Data Centre solution.
- 2.15 Since 1999 the authority has been heavily involved in the provision of internet connectivity to all schools in Halton and IT Services have provided a coordinated management service which has enabled schools and academies to obtain lower costs than would be obtained if they negotiated the contracts as individual schools. As part of the Council's Co-ordinated IT Management Services to schools the rollout of the Virgin Media Internet Connectivity for schools is now almost complete. There are regrettably 5 local schools which will be unable to take advantage of this new connection arrangement for technical reasons.
- 2.16 The current Virgin Media 5 year contract with schools and academies was due to expire in 2017. During this process schools and academies were kept informed of the ongoing situation. Halton Borough Council ICT Services began negotiations in 2016 looking at how to best provide internet connectivity on behalf of the schools and academies. HBC IT began by approaching Virgin Media with a view to a 'like for like' replacement but were unable to proceed on this due to the actual product (a Metro-Ether-VPN facility) being withdrawn by Virgin Media in favour of new connectivity methods. During this process schools and academies were kept informed of the ongoing situation. The next step was for ICT Services to follow the required procurement framework to enable a contract between schools / academies and 'A Leased Line Circuit provider'. Virgin Media are on this framework (along with other providers) so it seemed sensible to obtain provision from them as they were able to provide the cheapest connectivity option and for many schools and academies an increase in speed without a commensurate increase in cost – the majority of schools and academies realised the same speed for less money and many received high speed connectivity for less money.
- 2.17 The authorities Cloud Services Delivery and VDi upgrade continues to be successfully rolled out across all users. With User feedback being positive in terms of the added flexibility offered by the solution and the simplified and faster management of issues. The programme will continue into the New Year as additional resource is allocated to the programme to move the phase 1 delivery closer to completion.
- 2.18 Foster Carers Extranet continues in development. The aim of this web based solution is to allow all communications with Foster Carers to be secure and electronic and replace all paper based communication. This will be a model for future physical mail replacement solutions.
- 2.19 The on-line DBS/Recruitment/ Health Checks project to support HR functions is nearing completion and will remove a considerable amount of the physical administration involved in the recruitment process. Applicants will apply for Jobs, DBS checks and complete Health Questionnaires on line removing postal delays and allowing validation of information online so reducing any rework involved in chasing missing/ incorrect information.
- 2.20 The Regional Adoption Agency solution went live on the 1st September. This system allows the regions Local Authorities the ability to place staff within a central team but linked to the originating Local Authority thereby .
- 2.21 Halton's Public Sector Network Code of Connection was approved this month by GCHQ for a further 12 months and this followed some considerable changes in the security requirements of the Code.
- 2.22 The End of Live Palliative care system has now become fully operational. This system connects Halton's Social Care teams to GP's to deliver a more holistic provision of services at a critical point for the individual patient.

Legal and Democracy

- 2.23 Throughout the quarter, Communications and Marketing and Legal staff have been heavily immersed in final preparations for the opening of Mersey Gateway.
- 2.24 Work has started with Members on a review of Committee structures. An initial meeting took place to scope the work and identifying strengths and weaknesses in the Council's current arrangements.

Community and Environment

Catering, Stadium and Registration Services

- 2.25 The British Drum Corps Championships have been held at the Stadium for the fifth year in a row. The comments in their event programme read "*We are back in Widnes, Cheshire once again for an unprecedented fifth championship at the fantastic Select Security Stadium in what is arguably the finest stadium to have ever hosted the DCUK Championships and a venue that has taken on a somewhat homely and traditional feel*". The championships saw 11 troops from all over the Country compete with over 600 individual competitors and attracted over 1,500 spectators.
- 2.26 The Stadium has once again been selected by the Rugby Football League to host a number of regional and National finals and Everton Ladies first home game has attracted over 1,400 spectators which reflects the growing interest from fans and from sponsors in this aspect of game.
- 2.27 With Everton Ladies gaining promotion they will join Liverpool Ladies in playing in this seasons Ladies Premier League for the first time in three years, Everton's first home game attracted over 1,400 spectators, due to the tremendous success of the England Ladies football team in the European Championships there is a lot of interest presently in the woman's game attracting far more sponsors than previous years.
- 2.28 Following the success of the Elton John concert, the Stadium is continuing to work in developing further opportunities. A number of Tribute Bands have now been scheduled to appear and the new partnership with Ticket Master is proving fruitful in engaging with an audience beyond the immediate area.

Library and Sport and Recreation Services

- 2.29 Widnes Library refurbishment project has now begun and is expected to be completed during the coming quarter. Updated information is being provided through the Libraries section of the Council's website which is available [here](#).
- - The Society of Chief Librarians have recently published a report on the future of family learning in public libraries – [The Experiential Library](#). And the findings of the report will be used to further enhance the value and impact of family learning activity in Halton Libraries.
- 2.30 Since the Leisure Centre service restructure, implemented on the 1 June 2017 it has proven difficult to recruit into a number of positions, such as Swimming Instructors, Leisure Attendants and Group Workout Instructors. However it is anticipated that recruitment to the majority of posts will be completed during Quarter 3 and Fitness and swimming membership is still thriving, with the communication plan being key to achieving this.

- 2.31 New partnership has been established with RGU Coaching who work with a number of local schools and offer high quality sports sessions in a safe and friendly environment. They intend to utilise Brookvale at low usage times (Saturday) to run football fun session for two hours for children whose parents who may wish or need to shop. With Christmas approaching numbers are expected to be high (60-80 per session) for these DROP 'N SHOP sessions and the planning of other sporting activities such as badminton, tennis, basketball and fitness classes (kids and adults) is underway.
- 2.32 A charity bike ride held at Kingsway Leisure Centre on 14 July was a huge success with 24 cyclists taking part and raising over £700. Footage of the event can be seen at <https://youtu.be/v83vWRGylvE>
- 2.33 There are now 34 community bookings of the indoor facilities at the Frank Myler Pavillion and the Active Halton Community Programmes Project has 46 new participants' forms completed. Of these 50% of people became aware of the sessions through family and friends and 30% were not previously taking exercise of 30 minutes or more.
- 2.34 Tennis for free at Victoria Park started on 8th July and although bad weather caused 3 sessions to be cancelled the project saw a total of 55 contacts over 5 weeks, (14 different families, and ages ranging from under 5's to 50+.)
- 2.35 A Pilot project was carried out by the Sports Development and Health Improvement Teams with the aim of families being active together and to provide education on healthy eating and living. The camp was over 3 days in August and the pilot was oversubscribed with 41 people booking with children's ages ranging from 2 – 16 years. Feedback from the event was positive and consideration will be given to undertaking further events should resources allow.
- 2.36 The Summer Sports Development programme was based around outreach in the parks and community fun days and saw a total of almost 800 taking part in various activities.

Waste & Environmental Improvement

- 2.37 In September, the Council delivered a number of activities during National 'Recycle Week'. The aim of the week is to encourage the public to recycle more, by demonstrating the benefits of recycling items from all around the home. Details of the events were posted on social media and residents were able to go along to speak with officers for advice and guidance on recycling and waste prevention. Positive feedback was received from members of the public with and it is estimated that officers engaged with over 300 residents during the events.
- 2.38 In addition a new programme 'Walk In Days' has commenced at the Council's Halton Direct Link shops. The aim of the programme, which sees Waste Management Officers at the shops one day per week, is to increase resident engagement, promote the Council's recycling services and help provide detailed advice on recycling related enquiries. The programme will be piloted over a number of weeks and, if successful, a scheduled programme will be developed that will see 'Walk in Days' delivered across further Council buildings.
- 2.39 In addition to delivering preventative engagement initiatives such as those above the Council has also continued to utilise its enforcement powers to tackle environmental offences to minimise the impact of such anti-social behaviour across the borough. This has resulted in the successful prosecution of those committing offences and reinforces the Council's commitment to protecting both the environment and the interests of local residents and their general health and wellbeing.
- 2.40 In one instance this has resulted in an offender who failed to engage with the Council through interview being fined a total of £884 by the Court and another having a warrant issued for their arrest following their failure to appear at Court.

- 2.41 In addition to the prosecutions listed above, Officers have also made use of new Powers to issue Fixed Penalty Notices for fly-tipping offences; having issued 3 since their implementation in March of this year as well as a further 6 Fixed Penalty Notices for small scale fly-tipping incidents.
- 2.42 As well as undertaking enforcement actions, Council Officers are heavily involved in proactive partnership working. In recent weeks this has seen Officers working closely with a local Housing Association to tackle problems with fly-tipped refuse in an area of the New Town. This has resulted in the issuing of 19 warning letters and 2 residents being invited to attend a formal investigatory interview and these actions have helped to significantly reduce the numbers of incidents in the area.
- 2.43 Following on from the success of a pilot initiative in 2016, discussions have recently been held with Cheshire Constabulary in relation to carrying out joint HBC/Police enforcement patrols in areas suffering from significant littering, dog fouling, fly-tipping and anti-social behaviour problems. It is hoped that the joint patrols will be introduced over the coming weeks and in addition to reducing problems, the initiative seeks to offer reassurance to those residents who suffer as a result of the irresponsible actions and behaviour of others.
- 2.44 The community centres website is now live and includes an online booking enquiry form and some images of the centres. The contact details and locations for all of the centres have been updated and information is now available on-line in respect of the activities at the various centres. The web address is: <http://haltoncommunitycentres.co.uk/>
- 2.45 Social media presence has also improved with the promotion of a new inclusive community centres Facebook page for the five centres. Early indications are very positive and it is proving very useful for marketing larger events. The intention is to focus on linking the page to other HBC services and increasing followers.

Opens Space Services

- 2.46 In August a new café franchise began operating in Victoria Park. The new 'Espositos' café is Italian themed and involved a complete refit of the Victoria Park pavilion. The franchisee has made a significant investment in the facility which has already proved to be very popular with park users.
- 2.47 A new Town Park team started working in the Boroughs Town Park in Quarter 2. The team is funded through the 'Energy from Waste Environmental Fund' and having them based in Town Park has allowed significant improvements to be made.
- 2.48 A major refit at The Brindley Theatre was also completed during Quarter 2. Works included the reupholstering of seating, new carpets, painting and a full refurbishment of the stage area and has invigorated the fabric of the building to provide an improved offering to users of the facility.

Economy, Enterprise & Property

Investment & Development Services

- 2.49 Lakeside Phase 2 continues on site with completion delayed slightly due to complications with highways works. A planning application for Phase 3 was submitted by Keepmoat and the Council is currently in negotiations with regards to the land purchase offer.
- 2.50 Alstom have completed the Training Academy and have taken on the first cohort of apprenticeships. With Stobart having secured planning consent for a new office HQ at Viking Park.

- 2.51 The Halton Business Growth Programme continues to progress well and there are currently 109 Halton Businesses participating in the programme. To date 79 businesses have been assisted and 19 jobs created.
- 2.52 Regional Growth Fund (RGF) Rounds 3 & 4 has to date created 124 sustainable jobs and a further round of monitoring visits is presently being undertaken with companies who have received funding which is expected to see this figure rise.

Property Services

- 2.53 A preferred contractor is now in place following the tender exercise being completed for the New Pavillion at Crow Wood Park. However site investigations have indicated poor ground conditions that mean the foundation design has had to be reconsidered and revised prices obtained which has delayed the anticipated start date on site.
- 2.54 Works have now commenced on site in Kingsway Learning Centre, which will see the Library Service move in its entirety to the ground floor once complete. Two new office spaces are being created at first floor level which will accommodate 26 workstations in total, which will allow us to start vacating Kingsway House once complete. In addition to the office spaces 30 agile workstations will be created for general use by Council staff with works being due for completion in late November.
- 2.55 A number of stakeholder engagement sessions have now been held in order to help develop the brief for the feasibility study that's being undertaken in respect of the proposed Integrated Health & Wellbeing Hub for Windmill Hill. The consultants have facilitated a number of stakeholder meetings with regards the project and the target date for completion of the feasibility study is by 31st Dec 2017.

Employment, Learning & Skills

- Work with council departments (HR and Independent Living Services) has commenced to develop a HEP Award in Care to assist in the recruitment and retention of HBC adult social care staff and Riverside College will also support this initiative which is anticipated to reduce reliance on the use of Agency workers and provide enhanced continuity for both residents and the Council.
 - Over fifty households within the Borough will be supported as part of the forthcoming Households into Work project.
 - Members of the Division supported a number of consultations associated with skills plans at the Combined Authority. These include a large employer skills survey, a Skills Strategy and a Careers Hub.
- 2.56 The Council manages the ESF Employees Support in Skills contract on behalf of the Combined Authority and during Quarter 2 a wide range of activity took place in support of this programme. This included Procurement of the Liverpool City Region Apprenticeship Growth Plan, Health & Construction Sector Skills for Growth Agreements, Apprenticeship Hub website and Educational Theatre performances. It also included delivery of 7 Skills Shows reaching in excess of 6,000 residents, along with 234 outreach meetings giving tailored support to 1,466 individuals (residents, employers and key stakeholders).

Policy, Planning and Transportation

- 2.57 The coordination of the works for the Mersey Gateway is now complete and the Silver Jubilee Bridge is now closed to vehicular traffic on for refurbishment, which will take about 18 months to complete (pedestrian access will be maintained except during working hours Monday - Friday).
- 2.58 Work is ongoing with Mersey Gateway Crossings Board on the feasibility for future delivery of West Bank – Widnes Loops link road – consultants have been commissioned by the Council to examine this further, with final report expected November 2017. Further feasibility report has also been produced for Runcorn SJB delinking and Watkinson Way Gyrotory grade separation.
- 2.59 Work is ongoing on Halton’s response to Highway Management Code of Practice, and ensuring continuous improvement on Self-Assessment for Incentive Funding, to deliver lifecycle planning and steady state maintenance and work is ongoing to prepare design and business case to deliver on next year’s EA Flood Risk funding allocation at Windmill Hill
- 2.60 Design work on the carriageway reconfiguration on the Silver Jubilee Bridge for its use following opening of the new crossing is ongoing and being co-ordinated with the delinking works within the MerseyLink contract (Widnes side), the STEP scheme for cycle improvements on the approaches to SJB and the project to develop potential delinking schemes on the Runcorn side.

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

Benefits

- 3.1 The Department for Works and Pensions have recently indicated that the bulk migration of legacy claims, such as Housing Benefit, to Universal Credit which was due to take place in 2019 is being delayed, and is expected to commence in 2022.

Revenues and Financial Management Division

- 3.2 Confirmation has been received from DCLG that the 100% rate retention policy operating within the Liverpool City Region will continue for at least another year through to 31st March 2019. Further details on any changes to the pilot are still to be discussed and agreed and further information will be provided as this becomes available.
- 3.3 Work is underway to update the Medium Term Financial Strategy as new information is received. The Budget Working Group will meet shortly to consider saving proposals for 2018/19 and the Medium Term Financial Strategy is expected to be reported to Executive Board in November 2017. Work is also underway on preparing the Council’s 2018/19 revenue budget and three year capital programme.
- 3.4 Government has now issued a consultation on the 2018/19 finance settlement and the Council will contribute towards consultation responses made by both the Liverpool City Region and SIGOMA (Special Interest Group of Municipal Authorities).

Audit, Procurement & Operational Finance

- 3.5 The Council has formally expressed an interest in signing up to a joint counter fraud initiative with the Department of Work and Pensions local fraud investigators, which is being rolled out across local government. The intention is to provide a more efficient and effective approach to fighting fraud and corruption through greater collaboration at a local level.
- 3.6 Earlier in the year an announcement was made by the Justice Department regarding changes to the personal injury discount rate, which relates to how insurers finalise the compensation amount in large loss personal injury claims. The impact of the change is that the total compensation paid out to people seriously injured or suffering long term trauma/disability is going to increase significantly. As a result of this development it is anticipated that the Council will face premium rate increases across the Employers and Public Liability insurance classes when policies are renewed for 2018/19.

Human Resources, Organisational Development, Policy, Performance and Efficiency

- 3.7 As previously reported, the Policy and HR functions still await final regulations and implementation in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations. It was anticipated that these legislative items may have been clarified by autumn, however it now appears unlikely that they will emerge before 2018.
- 3.8 Policy / HR colleagues will work on data collection and analysis in the coming months to ensure that the Council can meet its obligation in the reporting of any Gender Pay Gap within the Council. Regulations require that we publish information during by 30th March 2018.
- 3.9 It was reported last quarter that Local Government Unions had submitted a pay claim to Local Government Employers for 2018/19. The claim is for a 5% increase across all NJC staff pay points, and the deletion of NJC pay points 6, 7, 8 & 9. It was noted that this is a challenging claim given the fiscal position of local government generally. The claim remains subject to national negotiation and the Council will await information and direction from the National Employers on this matter.

ICT Infrastructure

- 3.10 Following a number of key security changes Halton Borough Council is looking for a supplier to provide either: an on-premises or cloud based Web Filtering Gateway Solution that meets with the 'Prevent' agenda and more closely manages the threat landscape that exists today and in the coming years. The prevent agenda is a major and complex change to how schools web filtering is managed as any solution chosen is expected to not only deal with the management of year group access level but to also manage the radicalisation agenda, together with corporate requirement in terms of security compliance and the levels of public internet access management the authority delivers through many of its public locations. This is now becoming a complex and highly managed environment that needs to comply with an ever increasing Government and security services prescribed agenda. This solution will have to be live by April 2018 in order to manage compliance requirements.
- 3.11 The Care First 6 replacement project has been initiated by the authorities Procurement Team and following an initial tender request a number of submissions have been received and currently under evaluation by the Peoples directorate .
- 3.12 Hybrid Mail project- roll out will identify opportunities not only to send physical mail cost effectively but also to replace physical mail with electronic media where possible. All Teams will be visited across the Council as the process develops in order to ensure any changes are made in conjunction with other related initiatives.

Legal and Democracy

- 3.13 The Boundary Commission for England is expected to publish its proposals for new Parliamentary Constituencies in the North West early in Quarter 3. These will be assessed, and advice given on how the Council may wish to respond.

Community and Environment

Library and Sport and Recreation Services

- 3.14 A company has been appointed to complete an indoor facilities needs assessment across Halton. Audit work is being completed with local indoor facilities and local sports clubs who use indoor sports facilities and this will help to facilitate the development of an effective strategy for the future of Leisure in Halton.

Economy, Enterprise & Property

Investment & Development Services

- 3.15 The LEP have interviewed for the appointment. It is anticipated that an appointment will be made shortly to the post of Key Account Manager to manage a portfolio of foreign owned SME's in Halton, Knowsley, Sefton and the City of Liverpool. The appointee will 'hot desk' in Halton and work with Council Officers to Key Account Manage the Borough's most significant foreign owned companies
- 3.16 Manufacturer Live & Smart Factory Expo, the UK's largest dedicated manufacturing event, will take place at the Liverpool ACC in November 2017 and Council Officers have organised a series of tours of both local manufacturing companies and Sci-Tech Daresbury BIG Team members will also staff the LCR Host City Stand on November 16 & 17.

Property Services

- 3.17 Following the opening of the Mersey Gateway Bridge the process of handing back the temporary use areas to Property Services will now start to be programmed in and the Council's requirements fully determined.
- 3.18 The water retail market was deregulated as of April 2017 as such there is now a requirement to procure these services via a competitive exercise. Discussions have taken place on a Liverpool City Region basis in respect of this and a proposal to enter into a procurement process as a City region is now being considered. However as the retail arm of the water industry only forms circa 7% of overall water charges as such no significant monetary savings are considered likely.
- 3.19 The Minimum Energy Efficiency Standards (MEES) will be coming into force in April 2018. They represent one of the most significant environmental policies to impact the public sector in several years as they will make it unlawful from April 2018 to let buildings in England and Wales which do not achieve a minimum EPC rating of 'E'. Whilst we have significantly reduced our commercial property portfolio over recent years we are likely to let property in the future and the likely impact of the Policy will be assessed over the coming months.
- 3.20 The Government's Clean Growth Strategy is due to be published in October. The strategy is aimed at growing the economy whilst reducing carbon emissions much further, and in respect of this the public sector will clearly be on the front line of both reducing our own emissions but also promoting a reduction in emissions across wider industry. It is envisaged that more challenging emissions targets

will be set by Government within the strategy which will impact on how we manage and use our buildings.

Policy, Planning and Transportation

Development Management

- 3.21 The 'Delivery and Allocations Local Plan' (DALP) will update the relevant sections of the Core Strategy and will replace the UDP which dates from 2005. Once the DALP is adopted, Halton's development plan / local plan will consist of the updated Core Strategy, the DALP, and the Joint Waste Local Plan. The DALP sets out the future development ambitions for the Borough to 2037. A very important aspect of the DALP is that it allocates land for development.
- 3.22 The draft document has recently been to the Environment Policy and Performance Board and there is also a Member Local Plan Working Party reviewing the emerging document. It is anticipated that a public consultation will be undertaken in the autumn, with a final document being submitted to the government for examination in summer 2018. The Draft DALP is currently with Executive Board for consideration.
- 3.23 Warrington Borough Council has recently undertaken public consultation on their 'Preferred Development Options' for its replacement Local Plan. Warrington's proposals raise significant issues that affect Halton. The proposals include:
- 22,260 dwellings (20 years at 1,113 per annum)
 - 381 ha. of employment land accommodating jobs growth of 31,000.
 - Green Belt release to accommodate 8,791 dwellings and 251 Ha. of employment land.
- 3.24 Halton has raised concerns that relate to the Green Belt Gap between Runcorn/Moore (Halton) and Warrington as affected by the proposals for the Port Warrington element of Warrington Waterfront and the South West Urban Extension (SWUE)

Traffic Division

- 3.25 A new Upper Tier COMAH site has been designated in Widnes; it is the Emerald Kalama Ltd site in Dans Road. The site has moved to Upper Tier Status due to the increase in the inventory of two substances, which are already stored / involved in industrial processes on the Emerald Kalama site.

Structures

- 3.26 A proposal from the contractor to implement a part-time closure of the footbridge on SJB during the arch painting works is currently being evaluated. This is a risk mitigation measure designed to protect the public while scaffolding operations are underway.
- 3.27 An opportunity to obtain LGF1 funding towards the SJB arch painting scheme is currently being taken forward with Merseytravel.

4.0 High Priority Equality Actions

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

The Councils latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

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






5.0 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. It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.

Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

Financial Management

Key Objectives / milestones



Ref	Milestones	Q2 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board - November 2016.	
FS 02c	Provide quarterly monitoring reports on the overall budget to Executive Board.	
FS 03b	Publish the Statement of Accounts by 30th September 2016.	
FS 04	Establish Treasury Management Policy and report to Council - March 2016.	
FS 05	Establish and report prudential indicators to Council - March 2016.	







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.

The Quarter 1 monitoring report on the overall budget was reported to Executive Board on 21 September 2017, which highlighted a number of potential pressures emerging for which is required to keep spending within budget by year-end.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		




Ref	Measure	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.04%	94.75%+	55.37%		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	97.65%	95.00%+	55.74%		
FS LI 06	Average time for processing new claims (Housing & Council Tax Benefit).	19.94 (Days)	20 (Days)	20 (Days)		

Supporting Commentary

There has been some minor deviation in collection rates and processing times when compared to last year and this is to be expected.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones

Ref	Milestones	Q2 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2017	
PPPE 01b	Review and refresh annual training calendar September 2017 .	
PPPE 04d	Ongoing monitoring of agency usage and spend April, September, December 2017, and March 2018 .	

Supporting Commentary

PPPE 01a

Activity underway in respect of all actions. Formation of new Organisational Development Service from December will aid prioritisation of key aspects. Refer to narrative in Key Developments.















PPPE 01b

Complete.

PPPE 04d

Regular dialogue with agency contract provider is ongoing. Quarterly business review meetings undertaken to keep track of deployment and financial performance in this area. More detailed reporting due in Quarter 3 report.

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	8.66 (Days)	9.5 (Days)	2.33 (Days)		
PPPE LI 02	Total Full Time Equivalent Staffing Establishment	3,637	For Information Only	4,731	N / A	N / A
PPPE LI 03	% of training delegates attending as proportion of places reserved.	82.00%	90.00%	88.00%		
PPPE LI 04	The percentage of top 5% of earners that are ¹					
	▪ women	55.47%	50.00%	56.96%		
	▪ from BME communities.	2.41%	1.50%	2.47%		
	▪ with a disability	1.00%	8.00%	0.85%		
PPPE LI 05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.35%	10.00%	1.34%		
PPPE LI 06	Minority Ethnic community staff as % of total workforce.	1.00%	1.00%	0.97%		

Supporting Commentary

PPE LI 01

Currently on track to meet the target for the year. There has been a slight reduction from Q1 2017/18 but is performing better than at the same period in 2016/17.

PPE LI 02

Reported for information purposes only.

PPE LI 03

Good performance against indicator target in Q2, and improvement shown on 16/17 outturn. Lower performance than same period last year (which was 93%). Service is satisfied that L&D interventions are being appropriately targeted. Feedback shows that satisfaction with service remains high.

PPE LI 04

Positive movement of the three component indicators from the same period (Q2) in 2016/17, however recruitment in to 5% of earners is very limited, and as such scope for significant change is low.

PPE LI 05




Target based on wider community profile. Very unlikely to be met, however nominal movement in this indicator is positive.

PPE LI 06

There has been a decrease in this indicator during the quarter. Fluctuation may occur in year due to staff turnover, however forecasting this is difficult.

ICT and Administrative Support Services





Key Objectives / milestones

Ref	Milestones	Q2 Progress
ICT 01b	Further development of Cloud Services Platform - March 2017 .	
ICT 01c	SharePoint and Records Management enhancements - March 2017 .	
ICT 01e	Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2017 .	

Supporting Commentary

Work has progressed as planned during the second quarter period.

Key Performance Indicators



Ref	Measure	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
ICT LI 01	Average availability of the Council’s operational servers (%).	99.01%	99.00%	99.00%		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.14%	99.00%	99.00%		

Supporting Commentary

The availability of servers and WAN infrastructure remains almost at ceiling.

Legal & Democracy







Key Objectives / milestones

Ref	Milestones	Q2 Progress
LD 01a	Review constitution - May 2017 .	
LD 02b	To induct all new Elected Members by October 2017 .	

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	16 / 17 Actual	17 / 18 Target	Q2 Actual	Q2 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	86.00%	100%	70%		
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		


Supporting Commentary

Progress towards all Members having a Personal Development Plan remains good at Quarter 2 and the figure is slightly higher than last year.

Policy, Planning & Transportation

Key Objectives / milestones

Ref	Milestones	Q2 Progress
PPT 01a	Review progress against Liverpool City Region (LCR) Silver Jubilee Bridge (SJB) maintenance strategy and deliver 2017/18 major bridge maintenance works programme.	
PPT 02a	To deliver the 2017/18 LTP Capital Programme March 2018.	

PPT 03a	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 06a	Ensure that at least one exercise is carried out each financial year to test the COMAH plans March 2018	

Supporting Commentary

PPT 01a

Site works for Task 21 have been completed ahead of schedule. Arrangements for the SJB monitoring and inspection activities within Year 2 are on course for site completion during the autumn

PPT 02a

Design works has commenced as part of Year 3 STEP programme to improve parking and access to Runcorn East Rail station and a scheme to improve connectivity between Runcorn Town Centre to Heath Business Park was completed in the period. Design work has commenced to provide improvements to cycling and walking from Runcorn Town Centre to Widnes Town centre across a reconfigured Silver Jubilee bridge deck.

In addition we have commenced design work to improve walking and cycling access to businesses along Astmoor busway including upgrading existing traffic signal junction equipment. Works to provide for north/south cycle route have commenced on site for West Runcorn intended to replace the cycling provision on Central Expressway.

Phase 2 and 3 of reconstruction of the Kingsway central reserve has commenced in the period and are programmed to be completed February 2018.

PPT 03a

Footway reconstruction programme is progressing well with works programmed for South Lane, Thomas Street, Clinton View, Kenneth Road and Cradley.

Site investigation is due to commence in October on the carriageway maintenance programme.

The annual programme of Bus Stop upgrades will continue although with ITB funding considerably reduced this year we will not be able to upgrade as many stops as in previous years.

















Work is ongoing on Halton's response to the new Highway Management Code of Practice, and ensuring continuous improvement on Self Assessment for Incentive Funding, to deliver lifecycle planning and steady state maintenance.

PPT 06a

The Runcorn Site COMAH Operators Exercise took place in April 2017 and went well.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
PPT LI 02	Net additional homes provided	700	552	N / A	N / A	N / A
PPT LI 03	Number of affordable homes delivered (gross)	138	138	N / A	N / A	N / A
PPT LI 04	Processing of planning applications (%) as measured					

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
	against targets for, a) 'major' applications	77.8%	60%	100%		
	b) 'minor' applications	88.9%	80%	82%		
	c) 'other' applications	100%	80%	91%		
PPT LI 05	To ensure a rolling five year supply of housing land. Deliverable supply (units) as a % of rolling 5 year requirement.	105%	105%	151%		
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100	N / A	N / A	N / A
PPT LI 16	Bus service punctuality, Part 1: a) Percentage of buses starting route on time ▪ Percentage of buses on time at intermediate timing points	96.22% 86.52%	98.55% 95.00%	96.42 87.95	 	 
PPT LI 19	% of bus stops with Quality Corridor accessibility features. (Total No. of stops – 603)	73% (434)	78.00% (470)	73% (434 Bus stops)		
PPT LI 20	Number of local bus passenger journeys originating in the authority area in one year (000's)	5,719	5,676	2,739		

Supporting Commentary

PPT LI 02 & 03

Figures reported annually

PPT LI 04

On Track.

PPT LI 05

Draft SHLAA 2017 indicates a 5 year supply of 151%

PPT LI 12

Data is only currently available up to January 2017 due to staff shortages.

PPT LI 16

Both indicators continue to perform well given the current level of roadworks. The operators continue to monitor services to identify problem areas and make changes to the service schedules as required.

PPT LI 19




Due to the reduction in funding it is anticipated that this indicator will fall short of the expected target for 2017/18. By the close of the year 74% of the bus stops will be compliant.

PPT LI 20

Passenger numbers have remained at the same level as last year. The bus network will change significantly once the Mersey Gateway opens and as result it is not possible to identify the effect on passenger numbers.

Community & Environment

Key Objectives / milestones

Ref	Milestones	Q2 Progress
CE 01	Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2018	
CE 02	Deliver a promotion and educational campaign - September 2017 and January 2018 .	
CE 04	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council’s recycling services is maximised and that residents comply with the requirements of the Council’s Household Waste Collection Policy - March 2018 .	

Supporting Commentary

CE 01

Supporting people to develop online skills:

459 adults attended IT clinics to learn digital skills and to support job seeking.

Providing opportunities to learn new skills:

More than 100 people attended code clubs to learn how to make computer games, animations and websites by learning how to code.

Fun Palaces at Ditton and Halton Lea Libraries were attended by more than 300 people. Activities delivered by the community for the community included digital music, painting, coding and quilting.

CE 02












A full marketing promotion was undertaken in September that has had a positive effect on meal numbers

CE 04

In September, the Council delivered a number of activities during National 'Recycle Week'. The aim of the week is to encourage the public to recycle more, by demonstrating the benefits of recycling items from all around the home. The national theme for Recycle Week this year was "Recycling – It's worth it" and throughout the week Officers held events at the following locations;

- Castlefields and Upton Community Centres
- Runcorn and Widnes Markets
- Runcorn Shopping Centre Halton Direct Link

Key Performance Indicators

Ref	Measure	16 / 17 Actual	17 / 187 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	75.66%	87.00%	71.2%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	65.22%	77.50%	62.25%		
CE LI 05	Residual household waste per household.	580kgs	575kgs	251kgs		
CE LI 06	Household waste recycled and composted.	43.63%	44%	50.32%		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	562,648	600,000	322,558		
CE LI 09	% of the population taking part in sport and physical activity at least twice in the last month.	N/A	TBC	60.8%		N/A

Supporting Commentary

CE LI 01

This figure is the combined figure for UIFSM and those who are eligible for FSM in Primary schools, there is presently a "void" period that has caused the figure to fall which is due to the time lapse from registering for Universal Credit and being informed of acceptance, School Meal Management are looking at ways to reduce this lapsed time period.

CE LI 02

This figure is not far short of the previous years actual. The target was set optimistically high.

CE LI 05

This is a cumulative figure. Estimated performance in Q2 is better than the corresponding period from last year and it is anticipated that this target will be met.

CE LI 06

Estimated performance in Q2 is better than the corresponding period from last year and it is anticipated that this target will be met.

CE LI 08




Seasonal fluctuations mean this is on target.

CE LI 09

For the data published 12.10.17 there is six months of data in common between this and the first publication and therefore looking at changes over time is not yet appropriate. This will be possible when the third set of data is published on 22 March 2018. National average 60.6%

Economy, Enterprise & Property

Key Objectives / milestones

Ref	Milestones	Q2 Progress
EEP 01a	Develop Halton Inward Investment Prospectus December 2017	
EEP 01c	Deliver Youth Employment Gateway (YAG) December 2017	
EEP 04a	Develop Options Appraisal for Council's Office Accommodation – September 2017	

Supporting Commentary

EEP 01a

The Halton Inward Investment prospectus is an integral part of the development of the 'Halton Tomorrow' visioning document and will provide a local accent to the Liverpool City Region prospectus detailing the specific sites and propositions that make up the 'Halton Offer'. The prospectus will be completed in Quarter 3 2017\18.

EEP 01c

Performance remains very good at end of Q2 (Sept 2017)











- **246** 18-24 year old unemployed people started on programme (October 2015 – December 2016) (original profile = 201 starts)
- **123** job starts (profile target = 101 by December 2017)
- **48** sustained jobs (26 weeks in work) (profile target = 70 by December 2017)

The IDS Officer commenced employment at the end of August 2017 Following in-house training, file audit checks and verification of job starts and sustained outcomes have been prioritised.

EEP 04a

Options have been presented to Management Team. The detail is being worked up. On track.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e)	17,804 tonnes CO ₂ e (actual 15/16)	15,882 tonnes CO ₂ e (target 17/18)	16,043 tonnes CO ₂ e (actual 16/17)		
EEP LI 04	Number of Jobs Created (from projects managed by EEP)	122	200	104.5		
EEP LI 05	Number of Jobs Created (from projects managed by EEP)	122	200	104.5		
EEP LI 08	Number of People supported into work	543	400	174		
EEP LI 14	Number of inward investment enquiries per annum.	221	250	111		

Supporting Commentary

EEP LI 01

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.

EEP LI 04

This indicator relates to the average unit cost per workstation within the 4 main administration buildings, Rutland House, RTH, Kingsway House & the Municipal Building. The costs include all utilities, NNDR, maintenance, security, cleaning, rent & service charge where applicable.

EEP LI 05

97.5 jobs created at Alstom and Stobart. The Business Support Programme has created 7 sustainable jobs in Quarter 2.

EEP LI 08

In Q2 80 individuals were supported into work of which:

- 60 - ESF Ways to Work/YEG projects

- 13 - Ingeus Work Programme contract
- 7 – People Plus Work Programme contract




EEP LI 14

48 commercial property inward investment enquiries were managed in Quarter II 2017/18. The cumulative inward investment enquiries total (Quarter 1 – 4) is, therefore, 111 (44.4%) against a target of 250




7.0 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 is <u>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	N / A
	Indicates that the measure cannot be compared to the same period last year.